DOCUMENT RESUME

ED 356 356 CE 063 433

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TITLE Adult Service Clubs and Their Programs for Youth.
SPONS AGENCY Carnegie Council on Adolescent Development, Washington, DC.
PUB DATE Aug 91
NOTE 86p.
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Adolescents; Adults; Cooperative Programs; Coordination; *High Risk Students; Humanitarianism; *National Organizations; Nonprofit Organizations; *Professional Associations; Program Development; Social Support Groups; *Voluntary Agencies; Youth; *Youth Programs
IDENTIFIERS *Adult Service Clubs

ABSTRACT

A study described youth programs sponsored by 17 major national adult service organizations, including the traditionally male groups, mainline women's groups, and minority service organizations. Specific focus was on developmentally appropriate, community-based services for at-risk adolescents, aged 10 to 15. Information was collected through in-depth telephone interviews. Surveys were supplemented by examining annual reports, program newsletters, and training materials. Findings indicated that adult service clubs performed a variety of sometimes conflicting and contradictory functions. They could be categorized according to the degree to which affiliates are autonomous and the degree to which there is a hierarchy and a system of formal communication between the national office and local clubs. Adult service clubs did not conceive of early adolescence as a specific age category; programs were not generally targeted to at-risk, young adolescents. Recommendations to strengthen activities in this area included the following: promotion of awareness of at-risk, early adolescents; program development and cross-fertilization; evaluation; eradication of the vestiges of exclusivity; and further study. (Profiles of the 17 organizations are provided. Each profile touches on the following areas: volunteers, nature of program development, and youth programs--national programs, local programs, public policy, collaborations, and publications. The interview questionnaire and 13-item bibliography is appended.) (YLB)

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ADULT SERVICE CLUBS AND THEIR PROGRAMS FOR YOUTH

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August 1991

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TABLE OF CONTENTS

Executive Summary..1

Introduction...6

Findings..10

  Preface...10
  Organizational Mission and Membership Motivation..................12
  Issues of Organizational Structure................................13
  Youth-Related Issues..15

Recommendations...18

  Preface...18
  Promoting Awareness About At-Risk Young Adolescents...............19
  Program Development and Cross-Fertilization.......................21
  Evaluation..22
  Challenges for the Clubs..23
  Further Study...24
  Conclusions...25

Organizational Profiles...26

  Alpha Kappa Alpha...26
  Alpha Phi Alpha...29
  American Association of University Women..........................32
  Association of Junior Leagues, International.......................33
  Benevolent and Protective Order of Elks...........................39
  Delta Sigma Theta...41
  Federation of Business and Professional Women's Clubs.............46
  Kiwanis International...47
  Knights of Columbus...51
  Links...54
  Lions Club International..58
  Lutheran Brotherhood..61
  National Council of Jewish Women, Inc.............................64
  National Council of La Raza.......................................68
  National Council of Negro Women...................................73
  Rotary International..75
  United States Jaycees...78

Attachments

Bibliography

EXECUTIVE SUMMARY

Introduction

Adult service clubs, composed of millions of individual men and women, are located throughout the United States. The volunteers in these clubs are dedicated to improving their communities through the donation of their time, talent and financial resources. They represent an enormous potential to improve the lives of at-risk, young adolescents. This study is a first attempt to identify organizational structures and missions of several of these organizations, and to assess their potential, both realized and unrealized, to have positive impacts on this population of youth.

Our study's methodology first involved selecting 17 national organizations, all of which were composed of volunteers or which had affiliates composed of volunteers, and all of which had a national staff. We chose those organizations that had, at a minimum, a reputation for serving youth. We tried to identify organizations associated with different racial and ethnic backgrounds, genders, socioeconomic classes, and to some extent, religions. Overall, these organizations seem to us representative of the larger universe of adult service clubs and conclusions based on their activities appear to be generalizable to that universe.

For our survey instrument, we relied on in-depth telephone interviews, guided by a general questionnaire. Our questions focused on overall aspects of the organization--its mission, its culture, its structure--as well as on the nature of its programs, particularly those serving youth in general, and to younger adolescents, to the extent that these were distinct. Our survey enabled us to gain information on activity at the national level.

Findings

Our findings are based on the organizational profiles that comprise the fourth section of this paper. Findings deal with four major issues: organization mission and membership motivation; structural issues; and, youth-related findings. Following are the major findings from each of the categories:

Organizational Mission and Membership Motivation

Adult service clubs perform a variety of functions, of which service is only one component. These functions include the provision of opportunities for professional networking, fellowship, mutual betterment, and self-improvement. The many functions of an adult service club may conflict and be contradictory. Because each club has its own culture, stressing a specific set of functions, the term adult service club itself is a misnomer. Their concepts of service range from political activism and advocacy to service rooted in a benevolent tradition (giving to others less fortunate);

from activities undertaken because of enlightened self interest to service provided within the context of religious beliefs.

Issues of Organizational Structure

Adult service clubs can generally be categorized according to the degree to which affiliates are autonomous and the degree to which there is a hierarchy and a system of formal communication between the national office and the local clubs; the groups varied considerably in these respects. The number of staff involved in programs varies greatly among groups; however, in nearly all cases, organizations report that they do not have sufficient numbers of staff at the national level to provide systematic and coherent guidance for national program implementation. Thus even nationally-defined programs were implemented in quite varied ways at the local levels. And local affiliates carry on programs of undoubted value quite independent of national direction or support.

National data collection regarding local programs is minimal. In the best cases, national staff could quantify the numbers and types of activities in which the local units were involved. Few, however, have a good estimate of the volunteer hours and financial resources that are devoted to programs, and none attempt to collect data concerning the demographic characteristics of the populations served, except in those cases where there was an independent evaluation. The adult service clubs we studied undertake few evaluations of programs they are implementing. Similarly, research efforts are generally non-existent. Some, but not all of the organizations, are active in the areas of training and public policy; likewise, some work in collaborations.

Youth-Related Issues

Almost universally, our survey indicated that adult service clubs do not conceive of early adolescence as a specific age category. Programs generally are not targeted to at-risk, young adolescents.

With the exception of youth organizations directly affiliated with the adult service club (e.g., Rotary International's "Interact" Club), few activities for youth are implemented at the national level. Also at the national level, some organizations engage in legislative advocacy on issues that have an impact on disadvantaged youth, such as child care, low-income housing and family income supports, but few have specific public policies related to youth. Those organizations that do advocate for legislation specifically related to youth do so most often in the areas of juvenile justice and youth service.

Because of data collection limitations described in the previous section, little information can be quantified regarding youth-related activities of the clubs on a local level. The most common programs that the interviewees related in an anecdotal fashion were the sponsorship of youth clubs such as Boy Scouts, Girl Scouts, Camp Fire and 4-H. (It is worth noting here that the Boy Scouts were by far the most frequently cited youth group, both by the people we interviewed and the organizations' publications. It is our impression that the Boy Scouts are the youth group that receives the greatest amount of volunteer time and financial resources from these clubs.) Other local activities frequently described include the sponsoring of awards, banquets and special scholarships, sports activities, and substance abuse prevention activities that could be "done in a day" (e.g., films, lectures, poster distribution). Program effectiveness and populations served generally could not be assessed because little information regarding these questions has been collected by national staff. As the organizational profiles suggest, a good deal of local activity continues to take place, but its impact on young people in general, and at-risk youth in particular, is far more difficult to assess.

Recommendations

Adult service clubs have unrealized potential for working with at-risk, young adolescents. However, our recommendations regarding strengthening their activities in this area is tempered first by the scope and nature of problems faced by this at-risk population (e.g., lack of affordable housing, limited economic and educational opportunities, crime and drug infested neighborhoods) and secondly, by the adult service clubs' self concept, its membership composition and perception of its programs for youth.

Promoting Awareness of At-Risk, Early Adolescents

Like society in general, adult service clubs do not view early adolescents as a distinct population with identifiably specific needs; nor do many of the organizations focus on at-risk youth in particular. Accordingly, our recommendations involve both working to raise the consciousness of members in the adult service club and members of the local community. In these areas, we make the following recommendations:

- o Within the community at large, we suggest using local "experts" to educate others. "Experts" include researchers and, in certain ways, the adolescents themselves.

- o Within the adult service clubs, we recommend using the natural, strong communications networks, such as membership meetings, national conferences and regional conferences. Volunteers have an expectation of receiving continuing education and are accustomed to hearing specialists lecture on issues during these meetings.

- o Information on young, at-risk adolescents should be appropriate to the role of the individual in the club; information should be delivered in ways targeted to the volunteer, club leadership, program staff and national leadership.

- Training for adult service club members should be based on up-to-date research; volunteers' efforts should be based on the very best that is known; such information will be needed to dispel societal misinformation regarding this population.

Program Development and Cross-Fertilization

Adult service clubs have much to learn from each other, as well as from professionals working in the field. We suggest that clubs be encouraged to share information regarding successful programs and collaborations. Specifically, we recommend:

- Programs with positive, measurable outcomes should be identified and the adult service clubs which implement them should be encouraged to share their information with other groups.

- Experimental nontraditional summit meetings should be held among disparate organizations (e.g., Alpha Kappa Alpha, the Benevolent and Fraternal Order of Elks, and National Council of La Raza) which may lead to new, unexpected collaborations.

- Joint meetings of similar organizations should also be hosted (e.g., Association of Junior Leagues International, National Council of Jewish Women) to discuss programs for at-risk youth.

- Information-sharing should also occur at the regional level and local levels.

Evaluation

All interviewees characterized their organizations' programs as "successful." However, few programs included an evaluation of any kind. While evaluation seldom constitutes an important part of the culture of adult service organizations, and while it is no substitute for action, our observation is that where it has existed, an evaluation component has played useful role in better utilizing limited financial and volunteer resources. Therefore, we recommend that:

- Adult service clubs be encouraged to develop measurable criteria for success when developing programs, perhaps by sharing information about useful evaluative projects.

- Evaluation efforts should be supported that measure attitudinal and behavioral outcomes.

- Efforts be made to educate groups on the importance of evaluation, keeping in mind these organizations' probable sensitivity and resistance to assessing their efforts, particularly due to the fact clubs address dual needs of membership affiliation and community improvement.

Future Challenges

In playing a larger role in addressing the particular needs of at-risk adolescents, adult service clubs may need to undergo some significant institutional changes. For instance, currently programs are selected on an annual or bi-annual basis that corresponds to changes in club leadership; we recommend that adult service clubs be encouraged to make a three- to five-year commitment to serve at-risk youth. In addition, adult service clubs will need to diversify their memberships considerably, eliminating exclusive criteria and selection requirements, and working to overcome aspects of "clannishness" and secrecy. In order to serve at-risk populations, some of these organizations will need to rethink the way they operate their programs, e.g., geographic location of meetings, and the nature of their publications. And, finally, these groups will need to learn to plan and work together.

It may be argued that a general expansion of youth programs by adult service organizations will more or less automatically produce significant benefits for at-risk young adolescents. That is not any more certain than that a general rise in the economy will necessarily produce marked improvements in the lot of society's poorer sectors. It may well be the case, in fact, that excellent programs directed primarily at better-situated youth will widen the gap between their life chances and those categorized as "at-risk."

INTRODUCTION

Millions of individual men and women are members of adult service clubs. Theoretically, as members they are motivated to have an impact on their communities, to deliver services for community improvement and to help youth. With their contributions of time, money, expertise and enthusiasm, adult service club members can have a tremendous positive influence on the lives of disadvantaged adolescents. In spite of this fact, there has been no systematic attempt to survey these organizations and assess their community activities. This study represents a first effort to catalog adult service club programs for youth, to assess the extent and value of these efforts, and to frame future questions.

We were commissioned by the Carnegie Council on Adolescent Development to research and write a paper that presented an overview of youth programs sponsored by adult service clubs. In particular, we were asked to describe the current efforts of the major national service organizations, including the traditionally-male groups, the mainline women's groups, and minority service organizations. Our task was to focus specifically upon developmentally-appropriate, community-based services for at-risk adolescents, ages 10 to 15.

Criteria for Selection

We began our study by forming a working definition of "adult service club." In the public consciousness, the phrase evokes a universe of well-known, established organizations. We conducted a literature search to see whether this image was verified by research about adult service clubs. We found very few references that dealt specifically with this subject. Scholarly work related to our study generally fell into four categories. The first, and largest category, dealt with theoretical work about the motivations of volunteers (Graham 1974, Gillespie and King 1985, Mills and Renersen 1989, Passewitz and Danermayer 1989, Pearce 1989). The second category focused on the nature of membership associations regardless of their purpose (Amis and Stern 1974, Baumgarther and Walker 1988, Jarratt 1975, Knoke 1988, Palisi and Korn 1989). The third category pertained to the successful use of volunteers in organizations run by paid staff (Calsyn 1989, Miller 1986). The final, and by far the smallest category of research, dealt with specific adult service clubs (Ferguson, Shmidt 1980). Overall, our investigation of the scholarly work yielded little that was pertinent or helpful for our study. We then consulted the Encyclopedia of Associations to find its working definition of adult service club, and while it included listings under that heading, it did not define the term.

We were also able to draw on our own experiences as national staff members of the Association of Junior Leagues International, concerned with advocacy, program development and evaluation. This experience provided us with direct knowledge of other adult service clubs as well as with professional networks of staff of national nonprofit membership associations and service delivery organizations.

We made a preliminary list of adult service clubs and then began to think about their defining characteristics. Schidmt (1980) lists 668 adult service clubs. The 1991 edition of the Encyclopedia of Associations does not include Adult Service Clubs as a separate listing, but we used the resource to look up key facts about those organizations we considered. For reasons of practicality, we had to limited our study to 17 organizations.

From all of our sources, we generated a series of lists of organizations which might be included in our study. We tried to identify different subcategories so that our study would encompass groups associated with different races, genders, ethnicities, socio-economic classes, and to some degree, religions.

We focused on organizations which sustained significant programs and also were sufficiently representative of the subcategories. Recognizing that this was a first attempt to survey these groups, we selected a sample that was large enough to capture the variety and range of adult service clubs and enable us to begin to identify some general patterns. These organizations varied significantly in size, in membership and in resources. We limited our study to 17 organizations (listed in Attachment 1). They share most of the following criteria:

- national and/or international organizations with headquarters in the United States;
- membership composed of adult volunteers and/or affiliates composed of adult volunteers;
- organizational mission, either explicit or implied, of community improvement through the delivery and/or support of community services;
- presence of a national, paid staff to assist members in their voluntary efforts;
- national name recognition strongly identified with community service;
- sustained existence over time with adequate resources (both in terms of membership and financial support) and long-term stability;
- consistency of purpose, goals and, in most cases, shared organizational structure across local affiliates;

- local affiliates working either directly or indirectly with youth organizations; and
- resources, mission and membership indicating realized or possible potential to improve the lives of and conditions facing at-risk early adolescents, including an awareness of and commitment to gender and racial equality.

We did not include parent organizations, such as the National Parent and Teachers Association, in our definition of adult service clubs since they are composed about parents concerned about their own children's education.

Survey Instrument

We relied primarily on in-depth telephone interviews. In nearly every case, we talked with several staff members within the organization, or we had several separate interviews with one staff member. To the extent possible, we supplemented our surveys by examining relevant documents, such as annual reports, program newsletters and training materials. We established this method for the following reasons:

- our preliminary knowledge of this area led us to believe that much of the information we sought would not exist in writing;
- we would be more likely to receive honest, forthright and more complete current information in direct conversations rather than relying on overburdened staff to complete a long questionnaire;
- while person-to-person, on-site conversations might have elicited more comprehensive information, both the time frame for the study and the fact that national headquarters are located across the United States made such a methodology unfeasible.

We developed an informal, flexible questionnaire to guide our interviews. Our objective was to use this document as a framework to assess the nature of the youth programs within the overall context of the organizational structure and goals. Attachment Two is a list of the questions.

We kept the process loose and informal so as to widen the range of our findings and elicit candid conversations. Clearly, however, this process could not enable us to identify all of the organizations' activities related to youth. For instance, because we did not ask a specific question about fund raising activities whose proceeds would go to organizations dealing with at-risk youth, we may not have identified one of the strong positive impacts of adult service clubs.

Because our focus was primarily on the national level, we could not always identify or verify activities that occur on the local level and were forced to rely on facts related to us by national staff. This limitation narrowed the level of detail about specific programs that were not initiated by national offices. Information about local programs begins with the individual volunteer and is communicated to his or her volunteer leadership, who may or may not relate it to a regional and, finally, a national hierarchy. In the majority of cases, these communication links are not formally in place, which made our task still more difficult. By the time information about a particular program reaches the paid, national staff it is often processed several times by individuals who may have very different biases and who may use the information for disparate purposes. In cases where organizations were very large, information at the national level was particularly generalized. The organizational profiles reveal useful information about local programs; still, further study of local programming might yield particularly useful insights about the strengths and limitations of these adult service organizations.

Second, we recognize that although the adult service clubs we identified have a sustained presence both nationally and on the local level, specific service activities are often undertaken on an annual basis. Programs and activities fluctuate; therefore, some of the information related in this paper may be dated even as we write it.

Finally, as is the case with all surveys of this type, the biases and interests of the national staff can color significantly the level and type of information that we received. In organizations in which there was little documentation of activities and we had to rely solely on our surveys, the quality of our information is especially subject to such possible distortion. The situation evokes the classic tale of the five blind men each describing the elephant based on the particular portion he can touch with his hands.

All first attempts are by definition exploratory and experimental. We hope that our research helps frame future questions whose answers will ultimately improve the lives of early adolescents. We want to thank the many people with whom we spoke and commend the countless adult volunteers whose efforts we describe. Most particularly, we want to thank Jane Quinn for her support and wisdom during the conduct of this study. Jane has that rare mix of vision, experience and enthusiasm that enables her to direct this important project of the Carnegie Commission on Adolescent Development.

FINDINGS

Preface

Our findings are based both on the tone and the content of our interviews with national office staff. These are supplemented by the written materials we gathered. To the extent possible we used data, such as numbers of youth enrolled in programs, but because so little were available, we were forced to rely upon impressions and generalizations we could derive from anecdotal information.

One of our discoveries, which to some extent colors the rest of our findings, concerns the category itself, adult service clubs. After a few telephone interviews, we quickly realized that this term was a misnomer. We found that each organization attracted its individual members for a unique set of reasons; therefore, when trying to draw some generalizations about the nature of these members as a whole population we had difficulty moving beyond the one common fact--they were unpaid. Our groups drew volunteers for different sets of reasons; therefore, there was great variation in organizational culture and activities. We tried to divide our organizations into subcategories based on the nature of their volunteers to better understand the variations. Nomenclature of complex organizations is often somewhat dissatisfying because categories overlap and classifications are a matter of personal judgment. Our categorization, which follows, is no exception. The adult service clubs we studied could be characterized as "cause-oriented" groups such as the National Council of La Raza and the Federation of Business and Professional Women's Clubs; groups rooted in a historic, benevolent tradition such as the National Council of Jewish Women and the Association of Junior Leagues; fraternal organizations such as Rotary International, the Benevolent Protective Order of Elks, and the Lions International; religious fraternal organizations such as the Knights of Columbus and the Lutheran Brotherhood; and finally sororities such as Alpha Kappa Alpha and Delta sigma Theta.

As much as possible, we have clarified findings specific to these groups in the section to follow. However, some major themes must be presented here to give the reader a more complete understanding of the context of these findings. The category to which an organization belonged tended to be related specifically to how members conceived of themselves and their community, and therefore their capacity and motivation to serve. Because there were such wide differences, further work with adult service clubs, both in terms of study and regarding actual attempts to enhance their capacity to work with underserved populations, must first take the "type" of adult service club into account. What would be appropriate for the National Council of La Raza would be completely incompatible with Rotary International, and vice versa.

Fraternal organizations tended to come together primarily for fellowship and mutual satisfaction, and often engaged in service as a way of enhancing that fellowship. In one case, a staff member frankly told us that her group was involved in community service because it was a legal requirement in order to provide its members with insurance and other financial benefits. These organizations seem to be the least aware of diversity and multicultural issues (in the U.S. context--some of them are international), both in terms of their membership and whom they serve. Although information about specific collaborations was scarce, we suspect that to the extent that these groups worked with others, they only did so with those in the mainstream.

From our study, it is impossible to draw conclusions about sororities or fraternities because we did not interview many of the largely white, mainstream fraternal groups, male or female. We interviewed only two of the black female and one of the black male service groups.

"Cause-oriented" groups' concept of service did not hinge on specific, community projects; instead they were organized primarily to change the social status quo, which in their view was necessary to bring meaningful advancement for their members. Because these organizations are predominantly associated with minority populations, they are most aware of multi-cultural issues.

Groups rooted in a benevolent tradition are organized primarily for community service projects, but public policy activities have grown over time as these organizations have become aware that legislative changes are sometimes necessary to improve individuals' circumstances. They have also become self-conscious that, in order to appropriately serve a community, they must reflect that community in the composition of their membership. Although they are by no means diverse, they are taking steps to achieve diversity.

Given this general construct, we focused our findings first on general organizational issues because we believe they must be understood and addressed, as they reflect the capacity of adult service clubs to concentrate their activities on the specific needs of at-risk youth. Further, because of the paucity of information about youth-related activities, we believe that general organizational issues should be a focus of any first attempt to understand the impacts of adult service clubs on disadvantaged adolescents. We have also included a section on societal trends and issues because it is essential to put our findings in the context of the changing environment in which these organizations operate. Such a framework is necessary to ground any recommendations. Our four categories of findings, therefore, are the following:

- Organizational Mission and Membership Motivation
- Structural Issues
- Youth-related Findings

Organizational Mission and Membership Motivation

- **Adult service clubs perform a variety of functions. The desire to serve the community is only one of the needs of their volunteer members. In addition, individuals join because of professional networking opportunities, to find business contacts, for personal concerns, for career advancement, for individual improvement, or to promote the specific political interest of the ethnic/racial group with which service club members identify. Therefore, goals of adult service clubs are sometimes at a variance or in competition with the stated "service" aspect of the mission of the group. Some of these goals are conflicting and contradictory.**

- **National staff members who could most articulate and quantify programs for youth worked for organizations in which community service is an explicit, specific, historical mission of the organization (such as in the case of the Association of Junior Leagues, National Council of Jewish Women, Knights of Columbus). Not only is this the stated mission of the organization, but it appears to be the primary reason why members seek to belong.**

- **On the national level, the mission of the adult service club staff often is to serve the adult members and/or the organizational affiliates, as opposed to serving the community as a whole. Staff focus, therefore, is not primarily upon national programs, but rather on membership services like training and on organizational activities like membership retention.**

- **Activities of adult service clubs that were "cause-oriented" vary significantly from those organizations whose credo is volunteerism or civic-mindedness and Americanism. "Cause" organizations seem to engage much more directly in the public policy arena as opposed to "civic" organizations, who often tend to see community programs exclusively as service activities.**

- The mission of those adult service clubs associated with specific racial or ethnic groups is primarily political organizing and/or lobbying on the national level for the interests of the population with which the members identify.

- Community service for many of the organizations associated with specific religions is often seen as part of the mandate of their religious beliefs and performed within that context.

- Motivation for community service of the organizations whose membership often is composed of persons working in business and other professional capacities is often enlightened self interest; that is, working with youth in their community will ultimately improve their community and the economy as a whole.

Issues of Organizational Structure

- Adult service club structures generally can be divided according to 1) the degree to which the local affiliates are autonomous, free-standing organizations; and, 2) the presence of hierarchy and formal communication between the national and the local organizations. Generally, adult services clubs fit into two categories: those which are loose networks of autonomous affiliates whose national office (to the degree to which it exists) serves informational and advisory roles; and those with well-defined hierarchies whose affiliates must to some degree conform to standards and guidelines set forth by the national body. Some of the organizations are so loosely affiliated that as a national presence they exist in name only. These organizational forms have a significant impact on the development of national and local programs, the amount and type of information available on the national level, and the role and vision of the national staff.

- Organizations, on both the national and local level, tend to shift focus areas periodically to continue to give members new, unique and satisfying volunteer experiences.

National Staffing

- Organizations tend to be staffed so leanly at the national level that it is rare to find organizations that provide coherent guidance regarding program development and design for local volunteers. Often national programs replicated in several locales are administrated by one or two paid staff in the national office.

Information

- Organizations for which the agenda is established at the national level tend to be hierarchical and have the capacity to set direction and to monitor the results of their activities.

- It is doubtful that organizations who do not set the agenda at the national level want to do so.

- In theory, service clubs are organized to address needs in their communities. National offices exist to meet the needs of these affiliate clubs. Since local members are focused on community activities and national staff on affiliate needs and national programs, they are not always concerned with the same questions. Because the goals at these two levels are often so different, in many organizations there is a gap between activities carried on by local groups and those set by the national office; this is especially true when there is no national agenda or any hierarchical structure. National staff often lack an awareness about and ability to quantify or assess local program activities.

- Collecting data from local organizations is time-consuming and costly. On the part of local groups, data collection and reporting is cumbersome, uncomfortable and seen, reasonably, as secondary to the mission of the organization. Data collection is not a satisfying task for a volunteer. Organizations that have loosely-affiliated, autonomous local units have difficulty getting these local units to report even if they want them to, especially since there is no avenue for or expectation that affiliates submit information.

- The hierarchical organizations also have difficulty obtaining specific program data about populations served, funding, resource levels and volunteer hours. This is especially the case for organizations with large memberships, where collection of data is prohibitive because there are so many members and affiliates. Even those organizations that expressed a desire for explicit data collection viewed it as a lower priority compared with such activities as training, membership services and program development; therefore data collection was under funded.

Research

- Few of the organizations have the capacity to undertake significant in-house research efforts on any topic, with the exceptions of the National Council of Jewish Women, which operates the Center for the Child, and the National Council of La Raza.

Evaluation

- With few exceptions, programs of any kind were not evaluated. Even those organizations that have significant national leadership and strong program development functions are just beginning to tackle the problem of program evaluation.

Training

- The degree to which volunteer training is undertaken appeared to be indicative of the ability of the organization to address social problems, including those facing at-risk youth. Intensive training indicated a seriousness about the volunteer's job, a greater willingness to tackle difficult problems and a culture of continuing education in a self-conscious manner. The existence of training programs indicated that systems were in place that an organization could use to educate its members about at-risk youth.

Public Policy

- Organizations varied significantly in the degree to which they undertook and/or valued public policy activities. Those "civic" organizations that tended to have more training and national program development also had an articulated public policy function as did the "cause" organizations, who often saw public policy as central to their missions.

Collaborations

- Perception of the meaning of the word "collaboration" varied significantly--from the concept of a true, jointly undertaken effort to the donation of resources and volunteer time to the efforts of other organizations. Relationships of adult service clubs with other nonprofits and agencies in their communities predominantly reflected the latter types of relationships rather than the former.

Youth-Related Issues

Degree of Focus on Disadvantaged, Young Adolescents

- Almost universally, the current efforts of adult service clubs reflect a lack of acknowledgment or perception of young adolescence as a special category. When young adolescents were included in a particular program, they were often at one end or another of the age spectrum of the population served. For instance, a program might be targeted at 14- to 18-year-olds; another may be for 7- to 10-year-olds.

- With a few significant exceptions, little or no knowledge was articulated by interviewees on the unmet needs of disadvantaged young adolescents.

- No evidence existed that groups had specific, current knowledge of developmental issues concerning early adolescence.

- The fact that young adolescents are not a service priority for these groups may reflect a societal lack of recognition of this group as a distinct age category.

- Although there seems to be a lack of specific attention to young adolescents, adult service club members do conceive of themselves as caretakers in their communities. There seemed to be a general feeling of responsibility for community youth and a sense of multiple layers of parenting.

Common Programs

- Except in the case where a national adult service club also directed a companion youth organization (e.g., Columbian Squires of the Knights of Columbus; Interact of the Rotarians), very few national programs for adolescents of any age group have been developed on the national level. By far, most youth-related activities were conceived of and implemented by the volunteer members of the local affiliates.

- Youth-related activities were by and large described anecdotally due to the absence of national youth programs and data collection about local programs.

- Those programs in which adult service clubs are most frequently engaged are the sponsoring of companion youth groups associated with their organizations or the sponsoring of other youth clubs such as Boy Scouts, Girl Scouts, Camp Fire and 4-H. It is our impression that the Boy Scouts were by far the most frequently cited youth group, both by the people we interviewed and the organizations' publications. The concept of "sponsoring" varies considerably, ranging from having one adult service club member volunteering to serve as a leader for the companion group to planned, consistent interactions between the youth and adult groups.

- Other youth-related activities cited in our survey included the sponsoring of awards, banquets and special scholarships for youth who have made some type of outstanding achievement, and of sports activities that were both on-going, such as a Little League sponsorship, and single-event, such as a free-throw contest.

- Other programs that affected young adolescents were those that dealt with problems that to some degree cut across several generations, such as those on mental health, drug and alcohol abuse, mental retardation, child abuse and physical disabilities.

Program Effectiveness

- Rarely were program goals articulated for youth programs and even more rarely were they followed by measurable objectives. Therefore, it is impossible to determine program effectiveness.

- To our knowledge, only two national programs (Teen Outreach administrated by the Association of Junior Leagues and EXCEL of the National Council for La Raza) included a significant evaluation component to determine program effectiveness.

- Because there were no measures of outcomes, we could not assess barriers to program delivery or criteria for success.

Population Served

- Almost universally, there was no data collection about the population served, including data regarding gender and race of youth, so it is problematic to make any generalizations about demographic characteristics of youth being served.

- Because there was little to no data collection about youth programs, we could not assess duplicative efforts or gaps in services within any community. We suspect that programs existed to a much lesser degree in disadvantaged, poorer communities because adult service clubs tended not to be physically located in those areas and because their membership frequently conceived of their "communities" within narrow, geographic boundaries.

- In cases where a primary purpose of the adult service club is members' self-improvement, the benefits to the adults affect his or her primary relationships, which may or may not be with young adolescents. These benefits are significant and immeasurable.

Public Policy Relating to Youth

- Where specific public policy and lobbying efforts for adolescents did exist (e.g., juvenile justice, education reform, drug and alcohol awareness/prevention, adolescent pregnancy prevention), they did not focus on the young adolescent age segment specifically. Even though this was the case, positive benefits to at-risk adolescents could result from these public policy efforts.

- Some organizations engaged in a significant degree of public policy activity to strengthen families, in areas such as child care, health, and housing. These activities also may result in positive benefits for at-risk youth, although these effects may be somewhat tangential.

RECOMMENDATIONS

Preface

Adult service clubs are strong, vital vehicles for harnessing the financial resources, good-will and efforts of millions of individuals concerned about community improvement and social issues. Their organizational bases and infrastructures--coupled with their ability to mobilize significant numbers of adult volunteers--give them enormous potential for addressing in significant ways the many problems faced by at-risk young adolescents. The operative word here, however, is "potential." Given our findings, we believe that these groups have an under-realized potential for addressing the problems of at-risk youth and, thus, we want to stress that our admiration for these groups is tempered by a qualified enthusiasm about their ability and willingness to direct their efforts toward this population.

Our enthusiasm is qualified for a number of different reasons. First, it is an apparent but nonetheless significant truism that the combined, best efforts of this entire non-profit sector of adult service clubs (however it might variously be defined) could not alone combat the intractable problems these young adolescents face. Prolonged poverty, inadequate housing, drug and crime-infested neighborhoods, lack of educational and employment opportunities, insufficient or non-existent health care, lack of family supports--all of these factors combine to create systemic problems that require systemic solutions. Because these fundamental, social issues can be addressed only by partnerships among all segments of the society, adult service clubs would of necessity be limited in their ability to address the underlying causes of these problems or to produce systems change, even if they were committed such goals, as many are not. It is within the context of these social realities that we want to position our recommendations. Thus, we caution realism: the need to balance the unrealized potential of the clubs against the realities and limitations presented by the frameworks within which they function.

Central among these frameworks are the organizational traditions and ideologies that drive the clubs. Based in part on American ideas about volunteerism, these organizations posit their raison d'etre on the personal goals and satisfactions of their membership (citation). Hence, their "service" has to be seen in bi-focal terms. The members' needs to affiliate with other "like-minded" adults for professional, personal and political reasons are needs that the organization must service in order to survive. The community involvement members set for themselves is, thus, integrally related to what they see--personally and/or politically--as meeting their own needs. In a variety of different ways, the fostering of service to the populations with whom the members work is fundamentally tied to the provision, on the part of the organization, of satisfactory service to the members themselves.

All of the organizations we surveyed were performing valuable community services. But none had a sustained focus on the particular needs of at-risk young adolescents. In large part, this could be attributed to the fact that most of them have multiple organizational and social action agendas. They strive to offer members a range of volunteer opportunities. And they have, therefore, rather broadly defined missions. In addition, most of them have carved out a certain organizational definition that anchors their priorities. But beyond these rather obvious organizational factors, we found a general lack of awareness that at-risk, young (ages 10- to 15-) adolescents constitute a distinct group with particular problems and needs. Because of this lack of awareness, we therefore find it premature to target specific strategies for program development. Rather, we believe that information about the distinctive characteristics and needs of this group of adolescents must be infused into the society as a whole, working through and with these adult service clubs to raise fundamental levels of awareness.

We have one final caution. Many of these organizations are doing what they are doing very well, and we do not want to suggest that they shift their emphasis. With volunteer time and financial resources already spread thin, the challenge is to help them augment their effectiveness and activities.

Promoting Awareness About At-Risk Young Adolescents

Within the Community at Large

While it might seem tangential to the particular focus of this study, we deemed it necessary to point to the need for general community education as a means of heightening awareness among the groups we studied. As we have mentioned, the lack of awareness of at-risk youth of the specific situations of at-risk youth in the community at large is a fundamental barrier for creating programs that meet their needs. Strategies need to be devised for spreading accurate knowledge about these youth among lay members of the community (e.g., individuals who comprise the ranks of club membership). While this information should be provided through the national media, it should also be targeted at specific, local communities. Existing community vehicles for conveying information should be used: local newspapers, PTA and other school-related projects, local cable television programs, community fairs and special events. Where possible, to maximize credibility, experts in the community should be the conveyors of the information; among such "experts" may be some of the youth themselves. Parents, teachers, and other locally recognized spokespeople need to take a prominent role in ensuring that each community becomes aware of the at-risk adolescents within its own population.

Many of the service clubs themselves often assume the role of community educators, developing public service announcements or vaccination drives, or effectively providing education in connection with their own programs. But we have noted that often these projects are ones that are "done in a day." What is needed is a sustained effort to educate any community--one requiring multiple strategies and consistent information.

Within Adult Service Clubs

Strategies to promote awareness of this age group need to be developed at multiple levels: from the top to the bottom (from national offices to local affiliates); from the bottom to the top (from local members to organizational leaders); and laterally (local affiliate to local affiliate and national club to national club).

Research on early adolescence and information about practical programs needs to be presented in ways that are most useful to the roles of each of the various constituencies: members delivering services, organizational volunteer leaders, and paid local and national staff. In assessing the roles of each constituency, it will be important to assess the organizations' own resources for educating themselves. There is often a tendency in these clubs to overlook some of the paid work experience among their members; there may well be, for instance, members of the group who are engaged in research on adolescence. Whatever the case may be, information needs to be disseminated first through the organizations' natural channels: specifically, through written publications and in meetings. Because of their reliance on committee meetings, membership meetings, and national conferences, adult service clubs already have excellent, established avenues for communication. Through their national conferences, for instance, members are accustomed to hearing and listening to expert speakers, who can further their education and deepen their commitment to the projects they undertake. Therefore, it is logical to recommend that resources be made available to enable experts on early adolescence to attend these meetings and share their research and practical experience.

Most of these clubs also place a premium on training opportunities and all report that they need more. In order to create a heightened awareness of the strengths and needs of at-risk youth, additional training should be made available for organizational staff and for those delivering services. Financial and institutional resources need to be marshalled by the groups themselves in concert with such organizations as colleges, universities, and research institutes to ensure that the training includes up-to-date information about what these youth need. In addition to conveying information about the physical, economic, and geographic realities of these youth, it is critically important that the varieties of differences of developmental stages within this population be addressed.

We have emphasized here the importance of the dissemination of research for a number of key reasons: since we believe that, in general, the clubs know very little about at-risk youth, they need to benefit from the very best that is known in order to devise effective programs; all of these clubs have either an explicit or implicit commitment to the continuing education of their members and therefore a desire to acquire the best information possible; because most of the clubs do not and probably will not have the means of conducting their own research, they need the guidance of those who do; in addition to a lack of awareness and information, there is also a great amount of societal misinformation about at-risk youth which must be countered. While we know that most individuals learn best by "doing," we want to emphasize that the actions and activities of the clubs will be most useful if they are accurately informed.

Program Development and Cross-Fertilization

Organizations need to continue to develop ways of show-casing the results of their experience through such events as their annual and regional conferences. What seems most important in this process, however, is the need to determine which programs actually seem to be working and which adult service clubs can best help other clubs to benefit from their work.

Based on our limited survey, we would recommend that concerted efforts be made to share information about programs which have already demonstrated measurable outcomes (behavioral and attitudinal). In particular, we believe that opportunities be made available for organizations such as The National Council of La Raza to share the findings of their project EXCEL or the Association of Junior Leagues International to share its finding from Teen Outreach. One means of accomplishing this, for example, would be to make funding available for EXCEL project leaders to speak at other organizations' meetings.

We would like to encourage as well some rather experimental, non-traditional summit meetings among the volunteer leadership of different organizations. Based on our impression that few of these groups talk, much less plan, with one another on the national level, we recommend that a series of rather open-ended discussions be held among such groups as, for example, the Alpha Kappa Alpha Sorority, the Benevolent and Fraternal Order of Elks, and the National Council of La Raza. Meetings among seemingly disparate organizations might be held as well at the regional level. Such organizational cross-fertilizations might serve not only to promote better information-sharing and break down barriers but might also to provide the basis for forging new alliances, thereby consolidating resources and maximizing any one organization's efforts. In order to address the needs of at-risk adolescents, some new and perhaps unexpected collaborations will be necessary.

We also recommend that organizations that are more similar to one another--such as the traditional men's organizations and the women's organizations--be brought together to explore further their common concerns and the ways in which they might work more in concert.

Evaluation

Following close on the heels of the needs to create awareness and encourage organizational cross-fertilization is the need to promote the importance of program evaluation. We encountered no one in our study who did not say that the organization's program was "successful." However, when we asked what criteria were used to measure success, generally we were told--with a few rather significant exceptions--that the volunteers and the kids liked "it," or that, in one case, "a busy kid is a healthy kid." While these responses may be perfectly predictable, they signal a serious need on the part of the clubs to determine the efficacy of their own work. Put quite simply, these organizations owe it to themselves to carefully assess the results of their outlay of substantial volunteer time and financial resources.

In order for this to happen, adult service club members need to learn more about the rudimentary reasons for evaluation--particularly, those evaluations that measure behavioral and attitudinal changes among the populations they might serve, especially at-risk early adolescents.

Central to whatever strategies are devised for this education of the volunteers about evaluation must be an awareness of the resistance the groups will display to any attempts they may interpret as checking on their work or verifying their claims. Such perceived attempts are likely to be met with a "drawing of the wagons in a circle" phenomenon, and thus must be anticipated. This phenomenon, hardly unique to the groups in our study, is a major issue for all organizations purporting to create social change. For adult service clubs, we believe that the issue is particularly sensitive because of the nature of the dual rewards--affiliation and community involvement--of club membership. The recognition and honoring of a member's time commitment to the organization and the people it serves is seen as central to the function of the club--very likely more than independently verified results of their work in the community.

Evaluation is expensive and can be time-consuming. We recommend that foundations expand funding sources to these groups in order to encourage them to undertake this critical task. In addition, these organizations should be encouraged to work with local college faculty, and to develop self-evaluating mechanisms. What is central to this process is an awareness on the part of the club that effective programs must constantly adapt to changing environments. To accomplish this, the clubs must continually monitor their activities to determine if they are making an impact.

Challenges for the Clubs

In order for the adult service clubs to conduct evaluations they must first have projects that they are committed to sustaining over time. Many of the group with whom we spoke "assign" their volunteers to projects on an annual basis and in some case the clubs themselves adopt a new focus annually. While this may work very well for certain initiatives, this practice is at odds with addressing the multiple and on-going needs of at-risk youth. We recommend that the clubs be encouraged to engage in more long-range planning, not only at the national but most particularly at the local level involving all of the members. Should a service club decide to focus its energies on at-risk youth, we would recommend a three- to five-year commitment.

All of the traditionally white organizations we contacted indicated that they were diversifying their membership, primarily racially. But while they had removed "exclusion" clauses from their by-laws, many of them honestly reported that they might not have removed them sufficiently from their practices. Any effort that a club might undertake to help at-risk youth will be seriously undermined if that club does not also have as a part of its mission the diversification of its own membership. Community perceptions about "clannishness," secrecy, or isolationism of these organizations will impede all of their best efforts to improve their communities.

In addition to the need to diversify membership, the organizations may need to rethink other ways in which they operate. Such matters could include: the geographic location of their clubhouse or meeting places; the rituals attached to their meetings; and the assumptions they make about volunteers in general--assumptions about time, money, and power. This last assumption--that about power--is one of the most elusive, yet, we believe, intransigent barriers to change. Traditional ways of judging power in a community--wealth, job status, education--have too often been the criteria for inducting members into some of these service clubs. These are not the criteria necessary for volunteers who want to work with at-risk young adolescents, or for volunteers in general who want to serve their communities. It might well be the case that willingness and aptitude for work with at-risk youth can come to be seen as key criteria for membership. This can be accomplished only through major education about the skills necessary to effectively implement successful programs.

Further Study

Every social scientist recommends further study. Certainly, at the onset of our work, we knew we were looking at the tip of an iceberg. Now, we would strongly urge that additional attempts be made to explore and verify this first level of information we are presenting. We suspect that further study of additional organizations that attempts to tap information sources in national offices will yield similar findings about the lack of awareness and information. Therefore, we would suggest that the next stage of inquiry be made in the form of data collection (including an analysis of what motivates volunteers) at the local community level. What is central here is the necessity to gain more information about what the adult service clubs are actually doing at the levels at which services are actually provided. This work should be carried out not only with the organizations we studied, but also with a number of other adult service clubs. The scope of the inquiry needs to be expanded to encompass local information and more organizations.

In particular, we recommend that an in-depth study be conducted in four or five communities to assess the nature and delivery patterns of youth services that currently exist. Such a study would yield a clearer picture of the roles adult service clubs actually play and would, as well, produce more information about who is actually collaborating with whom. There is a need, too, to learn more about the variety of ways in which these clubs function in rural, suburban, and urban areas, especially in regard to the various conditions facing early adolescents in different geographic and demographic areas.

Many of the organizations which we surveyed had their own foundations (e.g., Links, Elks, AAUW). These foundations seemed to vary dramatically in their financial resources and activities and they had unique and rather confusing relationships to their "parent" associations, particularly in regard to program development and delivery. In some instances, the foundations and the associations both operated youth programs. Our work suggests that the establishment of foundations is a developing trend among these clubs but this assumption needs investigation, as does the larger question of how these foundations function.

In addition to further investigation of the foundations, we believe that additional study needs to be done on the nature of the youth organizations that some of the clubs operate directly (that is, their own youth clubs, such as the Leos--as distinct from clubs they might sponsor, such as a local Boy Scout troop). These clubs not only provide general services to the youth involved but they also seem to function as a vehicles for inducting members into the adult organizations (e.g., the Builders Club of the Kiwanis).

Finally, there needs to be a clearer picture of the relationship between the services the clubs provide and the racial, gender and class make-up of their membership. We strongly recommend that a separate study be devoted to this issue.

Conclusions

The challenges--of which we have mentioned only a few--facing these clubs, and indeed the challenges facing the whole society in addressing the needs of at-risk young adolescents, are immense. Our enthusiasm about the abilities of these clubs to create substantial and lasting change remains qualified. These organizations will need to self-consciously and seriously seek to raise the levels of awareness among their own members; in so doing, they would simultaneously raise the level of awareness in the community at large. They will need to seek new and non-traditional collaborations. They will need to develop sustained program initiatives that include evaluation components. And, perhaps, most important, they will need to eradicate the vestiges of exclusivity that cling to their identities. While they can and will continue to provide services without undertaking such changes, it is not at all clear that at-risk youth will benefit substantially from most of these services, however well-intentioned.

It may be argued that a general expansion of youth programs by adult service organizations will more or less automatically produce significant benefits for at-risk young adolescents. That is not any more certain than that a general rise in the economy will necessarily produce marked improvements in the lot of society's poorer sectors. It may well be the case, in fact, that excellent programs directed primarily at better-situated youth will widen the gap between their life chances and those categorized as "at-risk."

ALPHA KAPPA ALPHA (AKA)

Alpha Kappa Alpha
56756 S. Stony Island Ave.
Chicago IL 60637

Alpha Kappa Alpha (AKA) is a social service sorority for college-educated black women whose goal is to render service to all mankind and to promote the social betterment of all people, in particular African Americans. Founded at Howard University in 1908, AKA's activities from the outset have been designed to improve social, economic, health, and cultural conditions in communities and the nation, as well as around the globe. Serving women, minorities, youth, the disadvantaged, the homeless, senior citizens--the women of AKA have engaged in civil rights initiatives, leadership activities, social action imperatives, educational enterprises, economic development ventures, and cultural opportunities. For the last 25 years, AKA has operated the Cleveland Job Corps, originally for women but now involving some men; there are currently over 300 people involved in what is largely a federally-funded program. Some information about the organization:

- Founded in 1908
- 110,000 members
- 750 active chapters (420 alumnae and 410 undergraduate chapters), organized into 10 regional groups
- $8,000,000 operating budget

Volunteers

Members are women matriculating at colleges and universities and alumnae members organized into local chapters; women graduates of four-year colleges who were not undergraduate members of the sorority may be inducted as well into the alumnae chapters. The members tend to be working professionals, many of whom are in education. AKA sponsors numerous training opportunities, particularly through regional and national conferences, designed to enable members to provide leadership to their communities and more informed service.

Nature of Program Development

The International Committee of AKA, composed of one person from each of the ten regions, meets every year to review recommendations made at the national and regional conferences, evaluate past activity, and do a needs assessment. Every four years, this committee with the organization's president establishes a theme to guide the members. The national theme for 1990-94 is "Creative Strategies for Action: Addressing the Crises of the 90's." Six crises have been selected as the nucleus for AKA's program: Education, Health, Economics, Family, the Arts, and World Community. (The volunteer chairwoman of youth programs with whom we spoke stressed emphatically that even when the theme changes in 1994, the focus on the crises will continue for the organization because they will continue in the world). There is a focus on youth within all of these priorities.

Chapters may choose their own activities but each is asked to address these crises, particularly to participate on national "focus" days when each member is asked to be involved (e.g., AKA "water day": members are asked to deny themselves a meal and to donate the cost to the homeless). Each month there is a new "focus" day.

Youth Programs

National Programs

In addition to providing many young women and men with scholarships and educational enrichment activities, AKA also sponsors an annual Domestic Travel Tour Grant for 40 female high school juniors and seniors: a month-long educational tour of historic sites within the United States.
AKA also sponsors an annual national training institute for 30 young women Leadership Fellows.

But AKA's primary focus on youth concerns at-risk members of the black community, including young adolescents. National "crises" and strategies include the following:

- Education: AKAdemics Plus

  --Crisis: dropout rates among black youth, lack of youth and parent involvement, decreases in black college attendance and the number of minority teachers.

  --Strategies: self-esteem experiences for youth developed in the Ivy AKAdemy: community-based centers for educational, training and human resource development; higher education and teacher recruitment initiatives.

- Health: For the Health of It

  --Crisis: lack of medical care, substance and drug abuse, teenage pregnancy, infant mortality, AIDS , poor diet and unsafe environmental conditions.

  --Strategies: health services to fill the gaps, education and treatment for abuses and illnesses, informational seminars and diet clinics, health-referral services for the disadvantaged and underserviced communities, intervention for drug-exposed children, seminars on teenage pregnancy and parenting, education about AIDS, nutrition clinics, staging a national "black women's health walk for survival."

- The Black Family

  --Crisis: more black males in jail than in college, black on black crime escalates, increasing poverty among black families (most headed by females), black male unemployment.

  --Strategies: strengthen the family unit emotionally and financially by advocacy for children and the disadvantaged, ethics and decision-making seminars, incentives for male students who attend college, studies in African rites of passage, self-pride workshops, fund-raising for the homeless.

Local Programs

Local chapters participate in the monthly "focus" days announced by the national. They also carry out the strategies suggested for each of the crises depending on their community needs. They sponsor food drives, run tutorial and mentoring projects, volunteer in nursing homes and health clinics, run seminars on AIDS, substance abuse and teenage pregnancy. These programs are aimed almost entirely at young at-risk adolescents and high school students. A particular focus for many of the chapters in 1990-91 is the plight of young black males. Some chapters have sponsored leadership courses for young adolescents run by black male role models--men who themselves came from disadvantaged backgrounds. Many of the youth programs and educational seminars are aimed not only at the youth themselves but also at their parents: the emphasis is on family involvement.

Public Policy/ Collaborations

Alpha Kappa Alpha works with the Black Pan-Hellenic Council (sororities and fraternities) to advocate for greater educational opportunities for black youth and adults. AKA along with the Deltas has been particularly active in promoting literacy initiatives at the national level and has formed a collaboration with Links on Project LEAD. With the National Council of Negro Women, AKA advocates for civil rights, health and women's issues, and youth.

The AKA Connection Political Action Committee is the advocacy arm of the organization, but AKA also sees its educational work and programs as integral to its advocacy.

Publications

The quarterly publication of the organization is the Ivy Leaf. It includes articles on national and local chapter programs and suggestions for working on the "crises." The organization also produces training materials.

ALPHA PHI ALPHA

Alpha Phi Alpha
Post Office Box 53147
Chicago, IL 60653-9998

Alpha Phi Alpha is a social service fraternity for college-educated men, primarily African Americans. Founded at Cornell University in 1906 by college men of African descent, Alpha Phi Alpha was the first inter-collegiate Greek-letter fraternity established for black college students. The fraternity's goals are: the espousing of principles of good character, sound scholarship, fellowship and the uplifting of humanity (especially the black minority in America). Its symbol is the Sphinx and its program motto is "A Legacy of Leadership and Service." The organization engages in numerous community service activities, sponsors youth programs, and membership development programs aimed at enabling their members to "avoid the pitfalls which entrap so many Black males." Since its founding, 125,000 men have been initiated into Alpha Phi Alpha. It has been interracial since 1945. The organization has an Education Foundation which grants scholarships. General information about the organization:

- Founded in 1906
- Approximately 125,000 members (since founding)
- 350 college chapters on campuses and 350 alumni chapters in local communities; in 44 states, the District of Columbia, The Caribbean, Europe, Asia and Africa
- 5 regional groups
- Operating budget of $1,800,000
- Paid staff of 12

Volunteers

Members are men matriculating at colleges and universities and alumni members organized into local chapters. Members include prominent black individuals in the following categories: civic leaders; government officials, federal and state/local; religious affairs; business; media; sports; education/scholarship; science/medicine; and the military. The organization provides leadership training opportunities, especially for the younger members, through conferences and educational programs.

Nature of Program Development

Alpha Phi Alpha stresses the dual importance of its internal membership development programs and its community service programs, maintaining that they are integrally linked together. The goal of both aspects of the fraternity's programs is to enable black men in particular to overcome the multiple, societal barriers to their survival and leadership within their communities.

Membership programs include the granting of scholarships (including an extensive program of awards and recognitions); leadership training; a national oratorical contest; and an honors program sponsored by the Education Foundation to pay the fees for members inducted into such groups as Phi Beta Kappa, Alpha Kappa Mu, or Mortar Board.

At the national level, the organization has a history of involvement, achievement, and leadership in civil and human rights efforts: "to support the needs of its members and to enhance the quality of life for all humanity." Though they may elect specific areas of emphasis, local Chapters are expected to participate in national initiatives and to devise their own community service projects. Many of the initiatives of Alpha Phi Alpha--while not targeted toward at-risk young adolescents--will indirectly and directly benefit youth at-risk. The fraternity makes charitable contributions as part of the self-help movement within the black community to such groups as the United Negro College Fund and the National Urban League. Its projects include voter registration drives and housing assistance to low and moderate income people.

Youth Programs

National Programs

- "Project Alpha" explores the problem of teenage pregnancy from the male perspective. The goal of the program is to help young men learn about their role in preventing untimely pregnancies. Chapters offer a one or two day seminar to young men selected for the program from a range of social service agencies, schools, and individual contacts. The project has three components: knowledge building, information about human reproduction and development and the psychosocial and legal consequences of teen-age pregnancy; motivation, values clarification of participants and goal-setting; and taking the message back, carrying out a training program for the participants to convey facts and information with peers, family members, and their communities. Started in the early 1980's in an initial collaboration with the Chicago chapter and the March of Dimes, the program now is co-sponsored by the national fraternity and the March of Dimes Birth Defects Foundation. National headquarters report that there are more than 100 local projects in place, serving more than 7,500 young men each year. There is no external evaluation of the program.

- "Alliance With Scouting" is a program that has traditionally enabled Alphas to fulfill their own chapter needs and solidify their alliance with one another, and other organizations. Alpha Chapters operate their own Boy Scout troops; provide Alumni to act as district and council leaders; refer youth to the Scouting profession; and develop programs with established Scout units. The organization sees this program as a practical way to help neighborhood youth and build future community leadership.

- "Leadership Development/Citizenship Education Institutes" -- The LD/CE Institutes train high school students, male and female, in organizational skills, program development, public presentation, group dynamics, self-actualization, assertiveness training, and parliamentary procedures. Regional Institutes are held annually by the five regions, usually on the campuses of historically black colleges. Local Chapters underwrite all fees for participation. In addition, LD/CE Institutes are sponsored by Chapters for youth in their communities. Annually more than 50 Institutes are held, serving more than 5,000 young people.

- "Go to High School, Go To College" program, initiated in 1929, counsels youth on post-secondary education and the professions that show promise for advancement. The Education Foundation provides information on college entrance requirements and financial aid. The counselling is augmented by a scholarship program. Three-quarters of the charitable giving by Chapters, nearly $750,000 each year, is devoted to education-related enterprises.

Public Policy

Alpha Phi Alpha has been involved in the advancement of civil rights through citizenship education programs as well as through provision of financial support for legal battles. Many landmark legal cases aimed at integrating institutions of higher education were financed by the organization. Though the group does not have a specific national public policy on youth, the Alphas are a member of the Leadership Council on Civil Rights, the National Coalition on Black Voter Participation, and is a sponsoring unit of "Operation Big Vote."

Collaborations

The national organization and local Chapters frequently join with non-profit organizations and service agencies to implement special projects. The fraternity works with and donates money to: The American Cancer Society, The American Heart Association, the Sickle Cell Anemia Foundation, Operation PUSH, the Salvation Army, the Southern Christian Leadership Conference, the United Way and the March of Dimes Birth Defects Foundation.

Publications

The organization publishes a newsletter, training materials, and The Sphinx, the official magazine of the fraternity.

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

American Association of University Women
2401 Virginia Ave., N.W.
Washington DC 20037

The American Association of University Women (AAUW) is a national membership organization working for the educational advancement of women and girls. The organization does research and conducts studies on women's educational and work opportunities and advocates for women's rights. Founded in 1881 by college educated women, the group--originally named the Association of Collegiate Alumni--had as its initial purpose the confrontation of myths about the dangerous effects of learning on women. The organization has focused its activity on study and giving college and graduate scholarships to young women. The organization has an Educational Foundation. Information about the organization:

- Founded in 1881
- 140,000 members
- 90 paid staff
- $400,000 operating budget
- 1900 local "branches" in 51 states organized into 10 regions

Volunteers

Members are women who have graduated from accredited colleges, universities or community colleges. Members may join local branches or may join AAUW directly. About 60% of the members have been teachers or worked within the educational world. The majority of members are 55 years or older. Members desire continuing education and are committed to equal educational rights for women. Thus, study and training are expectations the organization addresses.

The Nature of Program Development

Local branches sponsor scholarship contests and community forums. They design their own activities based on their assessment of community needs. Because educational advocacy is a goal of the organization and most legislative activity on education takes place at the local and state level, local branches and their state groups often take the lead in pressing for educational equity.

The primary activity of the local groups has tended to be the study of educational issues affecting women. Individual members and branches have taken on projects that emphasize direct service; for instance, tutoring programs for pregnant and parenting teens, or mentoring and self-esteem projects. Some chapters on college and university campuses have also addressed a broad range of equity issues facing women in higher education, including affirmative action and sexual harassment.

Given the autonomy of local branches and state organizations, the national AAUW has not engaged directly in explicit program efforts. Rather, it has focused on making an impact on the awareness of its membership by engaging in the dissemination of research, by issuing legislative alerts and by sponsoring national scholarship programs.

Due to the nature of these activities at the local and national levels, AAUW has not been directly involved in focusing on at-risk early adolescents. Traditionally, their focus has been on an older and somewhat more privileged cohort.

ELEANOR ROOSEVELT FUND

In 1988, the AAUW Foundation created a new initiative focusing on the educational needs of girls, from K-12. With this new expanded mission, the AAUW Foundation has launched a multi-faceted effort combining research and action. The Roosevelt Fund, supported initially by $450,000 of the members' contributions (which has an estimated $36 million endowment), has supported a national poll assessing educational equity and the self-esteem of early adolescent girls (the results, broken down by race and ethnicity, have been widely disseminated in the national media). The Fund has commissioned a research study by the Wellesley College Center for Research on Women of the literature on the education of girls, with a special focus on at-risk early adolescent females. The Fund will also be used to give community action grants (to encourage branches to conduct versions of the national poll as local roundtables), support teachers institutes, and a teacher fellowship program. AAUW will create materials for the branches, focusing on issues of self-esteem for girls, ages 9 to 15, in designing the roundtables and for focusing discussion on math and science. Further, the teacher fellows are mandated to work with local AAUW volunteers, involving them with the students in ways such as mentoring.

Public Policy

Most legislative activity affecting education is at the state level. Thus, the national office is not directly involved in advocacy on a regular basis. The organization did play a role in the reauthorization of the Higher Education Act and monitors legislation relevant to girls and women.

Collaborations/ Publications

AAUW collaborates on the Roosevelt Fund project with the National Coalition for Women and Girls in Education. Through the Foundation, AAUW has awarded grants to the National Association of State Boards of Education and the Council of Chief State School Officers.

The organization publishes extensively on educational matters concerning women. It maintains an archive and a substantial library.

ASSOCIATION OF JUNIOR LEAGUES, INT'L

Association of Junior Leagues, International
660 First Avenue
New York, NY 10016

The Association of Junior Leagues International is an association of women committed to promoting voluntarism and to improving the community through the effective action and leadership of trained volunteers. The organization has a long tradition of community service grounded in the New York City Settlement House movement in the early 1900s. The AJLI consists of member Leagues, each of which operate autonomously, receiving technical assistance and support from the association. AJLI uses a consultative approach that enables Leagues to develop the capacity to create and implement effective responses to community and member needs. Services are focused on volunteer, organizational and program development that creates community impact. General facts about the organization include:

- the first Junior League was established in 1902; the Association in 1921
- 184,000 members
- $6.1 million annual operating budget
- 277 Junior Leagues in the United States, Canada, Mexico and England

Volunteers

Active members are generally women between the ages of 20 and 41. After several years of active membership, individuals may choose to support the organization (financially and as advisors) but not be volunteers. Sixty-five percent of the members admitted in 1988 were employed for pay. The Junior League reaches out to women of all ages, races, religions, and national origins who demonstrate an interest in and commitment to voluntarism. The Association engages in substantial volunteer training and has recently created a department of training and development. Included in this training is multi-cultural literacy programming, membership diversity networks and consultative, diversity support teams which make visits to individual Leagues.

Nature of Program Development

The main thrust of AJLI is to provide its member Leagues with the skills necessary to effectively address community problems. Therefore, its activities in program development are focused on working with the Leagues. Intensive training, technical assistance and on-site consultations are undertaken to help Leagues engage in program development and implementation. Programs are stressed that derive from a community needs assessment. Subsequently, explicit policy is formulated; specific, appropriate strategies are developed, which may include advocacy or solely be focused on public policy; collaborative efforts with a broad range of organizations within the community are developed, as are forms of program evaluation; and provisions are made for the program's sustained presence in the community. Local Leagues are involved in a wide range of subject areas including education, health, historic preservation, urban revitalization, juvenile justice, child welfare, domestic violence, and aging. AJLI attempts to collect data concerning these programs. Information it solicits includes overall program budgets and Leagues' financial contributions, number of AJLI volunteers committed to the program, and the names of other program collaborations. In spite of attempts to make this information uniform and consistent, there is some degree of inaccuracy and under-reporting on the part of the Leagues, making any national aggregations inherently incomplete. Further, AJLI does not attempt to collect any information regarding program participants.

Secondly, the Association administers two national programs at this time. These programs are often collaborative and have substantial foundation funding.

Youth Programs

On the national level, AJLI operates two programs related to at-risk youth: Teen Outreach and the Middle School Improvement Program. Locally, Junior Leagues are involved in a variety of programs for at-risk youth, of which a cross section is related below.

National Programs

TEEN OUTREACH

The Teen Outreach Program (TOP) is a school based, adolescent drop-out and teen pregnancy prevention program replicated in approximately 32 cities and 90 classrooms. Recently, the positive youth development aspects of the program have been stressed. TOP began in 1978 as a local collaboration between a Junior League, school district and a Danforth Foundation. With the support of Danforth, and then later the Charles Stewart Mott Foundation, the League engaged in a three-year replication effort. The program was adopted by the Association in 1987, with support from an the Charles Stewart Mott Foundation, the DeWitt Wallace Readers Digest Foundation, and an additional foundation. AJLI provides support to the local sponsors of TOP (who may or may not be Junior Leagues), who work with program facilitators and school personnel. The program model is fairly flexible, consisting of classroom, small-group experiences and a volunteer service component. The program is offered primarily in high schools, but there are a growing number of middle school sites. AJLI services include an annual training conference, on-site consultations, technical assistance, a Teen Outreach newsletter, a Teen Outreach Curriculum to be used in the classroom and TOP implementation manuals.

Teen Outreach has a significant, in-depth, independent evaluation component that focuses on program outcomes such as drop-outs, pregnancies, suspensions and course failures. The outcome measures have shown consistent, significant decreases in these behaviors among participating students, causing the program to be recognized in the National Research Council's Risking the Future, a study of teen pregnancy interventions. Currently, the evaluation team is developing outcome measures that would be more responsive to at-risk behaviors of middle school students.

Because the program has a national evaluation, it can obtain specific information about the adolescents involved in TOP. Following are the characteristics of those enrolled in the 1988-89 school year:

- 75% were female,
- students ages ranged from 11 to 21 and grades ranged from 5th grade to 12th grade, the average student being 14.9 in grade 9.5
- 40% were black, 40% were white, 13% were Hispanic
- 41% come from non-intact families
- educational attainment of parents varied widely; 20% have mothers and fathers with less than a high school education; 30% have mothers with some college

MIDDLE SCHOOL IMPROVEMENT PROGRAM

The Middle School Improvement Program (MSIP) began in 1989 to assist local Junior Leagues to create community-based collaborations focused on the needs of underserved urban adolescents in the middle grades. The program is in its initial pilot phase and funded by the Edna McConnell Clark Foundation. It is designed to encourage and support selected urban school districts to develop and provide an education of high expectations, high content and high support for disadvantaged youth. AJLI works with the 25 Junior Leagues who are implementing the program to form collaborations for citizen advocacy and citizen support for the improvement of their school systems. Leagues that are located in cities where collaborations have not been formed assess community interest and readiness, identify and initiate contact with potential collaborative partners and develop plans for building collaborations. AJLI services include training conferences, written materials, phone consultations and technical assistance designed to support the development of community-based advocacy groups.

Local Programs

Leagues are involved in a wide variety of programs that relate directly or indirectly to underserved youth, and their particular function varies tremendously from project to project. Leagues' involvement can be at a very low level--such as providing another organization with a small grant to supplement its youth-serving activities--or at a more intensive level--such as being the impetus for a sustained, long-term activity that involves many segments of the community. Examples of programs include:

- sponsoring public service announcements regarding a Teen Hotline;
- developing and staffing a phone service for older children who do not have after-school care;
- creating activity programs for homeless youth connected with shelters;
- engaging in a wide range of drug prevention and education activities that might include classroom presentations, peer-to-peer education programs, development of posters, curricula, essay contests;
- supporting school-based clinics;
- developing and volunteering in mentoring programs for disadvantaged youth;
- engaging in programs relating to special categories of youth, such as the developmentally disabled, victims of child abuse, juvenile delinquents; and
- creating AIDS education materials focused on adolescents exhibiting at-risk behaviors.

The Association collects some information on local League activities, but it does not collect any information about the youth whom the programs serve.

Public Policy Relating to Youth

The Association staff has emphasized that all activities should be driven by an articulated policy, and therefore public policy is an integral, first step in the program development process. In terms of advocacy for federal legislation, the Association engages in lobbying activities related to youth, specifically for juvenile justice, national youth service, youth development, substance abuse prevention, teen age pregnancy prevention and child welfare. AJLI has also developed position statements less directly related to at-risk youth, but which can positively affect these adolescents. These cover subjects such as support to families, women and alcohol, welfare reform, domestic violence, anti-discrimination, homelessness and AIDS.

Publications/ Research

AJLI does not produce any publications specifically related to at-risk adolescents other than those directly associated with the national programs that are mentioned in the sections above. AJLI does not engage in any direct research on issues relating to at-risk youth, or any other issues.

Collaborations

In its national programs related to youth, AJLI does not engage in collaborations with other organizations at this time. AJLI engages extensively in collaborative lobbying efforts for at-risk youth and issues related to at-risk youth. Collaborations which are lobbying or information-sharing in nature relating to youth involve the National Collaboration for Youth,the National Middle School Association, the National Organization on Adolescent Pregnancy and Parenting, the National School Health Education Coalition, and the National School Volunteer Program, Inc. On the local level, the Association encourages collaborative efforts, and Leagues work with other nonprofit organizations, community service agencies, civic groups and units of local and state government.

BENEVOLENT AND PROTECTIVE ORDER OF ELKS (BPOE)

Benevolent and Protective Order of Elks
2750 Lake View Ave.
Chicago, IL 60614

The Benevolent and Protective Order of the Elks (BPOE) is a men's fraternal and benevolent society founded at the end of the Civil War. Its motto is "service to your country, your God and your nation," and its primary goals are to promote "Americanism" and revere and protect the interests of veterans. Elks pioneered in the establishment of the first veterans' hospital for their members after World War I and currently maintain a retirement home for members and a children's hospital. As a "fraternity," the organization provides services to its members and encourages them to be involved in the betterment of their communities, including combating drug abuse and promoting the civic-mindedness and leadership of youth. The BPOE has female auxiliaries, known variously as Ladies of Elks, Elkettes, Does. The Elks National Foundation sponsors philanthropic activities, including some youth programs. Some facts about the organization include;

- Founded in 1868
- 1,500,000 members organized into 2300 groups or "Lodges" nationally
- Lodges are organized into 50 state groups and 8 districts
- Operating budget estimated at $1,500,000
- Volunteers direct the programs, relying on staff almost entirely for administrative services
- There are 10 national committees of which Youth Activities is one and Drug Awareness another; other committees include Americanism, National Service, Ritualistic, Lodge Activities, etc.

Volunteers

Members apply and/or are proposed for membership. They must be males over 21 years of age, American citizens, "believe in a supreme being or God," and demonstrate upstanding character. The ten national Committees are directed by members. No particular training is given to members.

Nature of Program Development

All Lodges are instructed by the "Grand Lodge" or national headquarters to carry out Youth Activities Programs and Drug Awareness Programs. In addition, all Lodges must conduct a "National Youth Awareness Week" to plan ceremonies, celebrations and events of benefit to boys and girls. The committees provide local Lodges with specific suggestions and guidelines for developing projects. With the exception, perhaps, of aspects of the Drug Awareness Program, there was little or no evidence that these activities address directly the needs of at-risk adolescents.

YOUTH ACTIVITIES PROGRAMS

One of the primary activities of the BPOE is giving scholarships to youth; in fact, we were told that the Elks provide more scholarships to young people than any organization (leaving aside the Federal Government). All youth activities are carried out at the local level with various contests--for scholarships and sports events--conducted up through the districts to national competitions and national awards. Each Lodge is at liberty to adopt Youth Programs that best meet the need they see in their communities and that their facilities and budgets will permit.

Most of the youth activities focus on sports events, sponsoring Boy Scout troops and other youth groups, and recognition of individual achievement in the form of honorary or cash awards. There is, for example, an Elks National "hoop shoot" basketball competition (involving an estimated two and one-half million kids in 1990) and Lodges are encouraged to sponsor junior athletic teams such as little league or junior rifle teams. We were told that the Elks sponsored in 1990 over 4055 junior sports teams.

Like the Lions International, the Elks place special emphasis on the importance of sponsoring Boy Scout troops in particular, citing the 60-year history during which "the Boy Scout program has been successfully used by Elkdom as an effective method of preparing boys to become good citizens." So important is this activity that the "Grand Exalted Ruler" (or president) has requested that strong emphasis be placed on the Scouting program by the Youth Activities Committee of each Lodge. . . ." It was reported to us that in 1990, the Elks sponsored 1794 Boy Scout troops involving 59,000 boys. With significantly lesser emphasis, Lodges are also encouraged to sponsor Girl Scout Troups (the estimated number of these for 1990 was 749 involving 25,000 girls), Boys and Girls Clubs, Drum and Bugle Corps and Choral Groups.
The Elks also give achievement awards to "junior student or teenager of the month" and sponsor award programs for "newspaper carriers of the year."

For all of these activities there were not figures available to assess the racial, class, or for the most part gender make-up of the youth populations served. We could not ascertain that there were any evaluations conducted to assess the usefulness of the activities.

DRUG AWARENESS PROGRAM

The Grand Lodge--headquarters--Drug Awareness Program calls for each Lodge to conduct its own program, the goal of which is prevention of alcohol and drug abuse. The target is youth in the fourth through the ninth grades and the method of prevention is education. The objective of the program is to increase awareness by stressing the adverse consequences of drug abuse.

Training, guidance, and materials are provided to the Lodges by the Lodge Drug Awareness Chairman. There is no information about the specific nature of the group of youth identified for the program, apart from the age.

Public Policy

The BPOE does have a Government Relations Committee with paid lobbyists in Washington, and among their activities they work to make government scholarship funds available. But we were told that they have formed no national policy regarding youth.

Collaborations/ Publications

On matters regarding youth, there seem to be no collaborations at the national level. Even where there has been a long and consistent working relationship between groups--such as the Boy Scouts and the Elks--there is no recognized planning at the national level between the groups. Collaborations in the form of "sponsorships" abound at the local level among the local Lodges and the traditional, largely white, youth organizations.

The Elks have no publications directed to youth issues. They do provide booklets on youth activities programs and drug awareness materials; these booklets give suggestions of activities to be undertaken and focus on ways in which to administer programs.

DELTA SIGMA THETA

Delta Sigma Theta
1211 Connecticut Ave., Suite 312
Washington, DC 20036

Delta Sigma Theta is a national public service sorority of black college educated women whose goal is to provide programs and services to promote human welfare. The organization takes an active role in the educational arena, seeking to inspire, motivate and assist young black women, youth and families. Founded at Howard University in 1913 by 20 young college women, the Deltas have multiple social action and civil rights agendas, focusing on the eradication of illiteracy, the provision of scholarships and mentoring programs for young women, the elimination of obstacles to acquire better housing conditions for black women and their families, the elimination of drug and substance abuse, and the survival of black people through the educational, economic, and political processes. The Delta Research and Educational Foundation (DREF) has received grants from the Ford Foundation, the Agency for International Development, the Overseas Education Fund International, and the American Association for the Advancement of Science, among others. The current program areas of DREF are: family welfare, educational development, and international awareness. General information about the sorority includes:

- Founded in 1913
- 175,000 members
- 29 paid staff
- $2,000,000 operating budget
- 760 local chapters organized into 7 regional groups

Volunteers

Members are undergraduate students matriculating at colleges and universities and alumnae members organized into local chapters. Delta chapters are located in 44 states of the United States and there are eight international chapters. More than a majority of the members are employed in education as teachers, school administrators, counselors, professors and college and university administrators. Through chapter meetings and regional and national conferences, the sorority provides such services for its members as leadership training, networking, career guidance, and continuing education about social issues and the political process. For instance, in 1990 the organization sponsored "Delta Day at the U.S. Capitol," a two-day event designed to inform participants about current legislation and to educate them about how to have an effective impact on the legislative process. The organization stresses the need for members to be actively engaged in their own on-going community education and leadership.

Nature of Program Development

Through its national committee on Projects/ Program Planning and Development and through the Delta Foundation, the sorority launches nation-wide initiatives and engages in collaborations with other national and international service and civil rights organizations. In order to guide its priorities, the organization has what it calls a "Five Point Thrust":

- Economic Development
- Educational Development
- International Awareness and Involvement

- Physical and Mental Health
- Political Awareness and Involvement

We were unable to get information about the exact amounts of funding involved for each initiative, but the national organization supports its programs largely through dues from its members; in addition it receives some monies for program purposes from private foundations, the federal government, and businesses. The national organization makes available some seed money to chapters, but generally local chapters support their own activities financially through dues, endowments, fund-raisers, and collaborative partnerships with other organizations, including local businesses.

Local chapters are requested to take part in these national program initiatives but they are also free to pursue their own community foci. The organization and the local chapters both provide scholarships and grants to high school and college youth (male and female).

Information about the local programs is not quantified but the general goals of the Deltas indicate that many of their projects are aimed at addressing the needs of at-risk early adolescents. Though we did not identify a program at the national level clearly directed to these adolescents, we did find a number of programs which we expect would positively benefit this group.

Youth Programs

The Program Planning and Development Committee has identified the following strategic areas to guide the organization throughout the 1990s: aiding chapters in crystallizing national program themes and focusing on unique community needs by providing management and technical assistance emphasizing grantsmanship training and standards by which to assess chapter programming; examination of existing programs to ensure continuity and sustained focus; study of new issue areas for program development (e.g., AIDS, black elderly, black entrepreneurship, employment assistance and special education); and presentation of a theme for the biennium, "Deltas in Partnership . . . Collaborating with other Organizations."

Guided by these principles, the national organization has set the following programmatic priorities:

National Programs

- "Summit III: Deltas in Partnership in Support of the Family." Deltas will explore the role of the black male in the many configurations of the black family. Local chapters are being asked to organize a series of actions throughout the decade to focus the sorority and public attention on issues regarding the young black male, especially in regard to the social costs and consequences for teen out-of-wedlock childbearing, and the need to strengthen black families.

- "Delta Taking the Lead--Helping Families to Read." In 1989 Delta launched SCHOOL AMERICA in response to the Barbara Bush Foundation for Family Literacy's campaign to improve family literacy. The focus of SCHOOL AMERICA is to have one story read to a child between the ages of one through 10 every week throughout 1990. To maximize this effort, local Delta chapters were requested to form partnerships with ten or more organizations in their respective communities.
- "Project SOS: Scholarship + Opportunity = Success." A program initiative to provide holistic support for students, combining a scholarship program, opportunities for English language development and black cultural awareness.

There have been no evaluations of these programs and aggregate figures about levels of participation--and the population served--are not available.

Local Programs

Chapters engage in numerous activities for youth, many of which are designed to increase the ability of young black people to succeed educationally. Thus, in addition to providing scholarships and sponsoring essay contests, the chapters have tutoring and mentoring programs; they sponsor seminars on such topics as the historically black college or on black women writers. The chapters assume the financial costs of running most of these programs, though there is urging from national leadership for local groups to join in broad-based, cross-cultural partnerships. There is no statistical way to assess the nature or extent of the impact of these programs on at-risk early adolescents, but many of the activities were informed by the perspective that "all young black youth is at-risk" (in the words of one national staff member).

Public Policy

Underlying each of the five point program thrusts is the Social Action Program. There is a national Social Action Commission which monitors legislation at the federal, state and local levels. The commission members and national staff provide educational information to the membership through direct communication, e.g., legislative alerts and public and social policy projects. Such issues as voter registration, legislation affecting education, employment, child-care and international affairs are priority issues. The National Social Action Commission operates through a network via the regional, state and local social action committees.

Delta Sigma Theta is engaged in support of a number of public policy resolutions, adopted by members at their national conventions. In 1973, the organization adopted a pro-choice resolution and in 1990 joined with several other national organizations to form the African American Women for Reproductive Choice Coalition (organizations involved are listed below in the section on collaborations).

In 1990 with members of the three other black Greek Letter organizations, the Deltas formed the Black Women's Political Action Forum, which has established a bi-partisan Political Action Committee (PAC) to support the continuous involvement of black women in the political process. The Forum participants adopted resolutions on an array of issues, including boarder babies, education, health education, housing, substance abuse/ AIDS, and employment. The forum resolved to direct their respective organizations to develop and implement a preventative, educational program regarding substance abuse/ AIDS, targeted at children between the ages of six and twelve. These programs will be augmented by the lobbying efforts of the PAC.

The forum also passed a resolution to improve the quality of education by developing a set of national educational goals for minority youth to be submitted to President Bush's Advisory Committee on Education and to the nation's governors.

Publications/ Research

The **Delta Journal** is published periodically and is designed to foster ideas and disseminate information that focuses on black women. The journal communicates the programmatic thrust of the Sorority, as well as stating the Sorority's position on public policies. The Program Planning and Development Committee publishes some training materials, including a how-to guide for chapters on establishing community summits on the black male. The Delta Foundation has produced a video-tape on Single Parenting: A Woman's Perspective, the 1987 International Women's Conference Position Papers, and the Black Women's Political Action Forum: How-to Guide.

Collaborations

SCHOOL AMERICA

The Deltas have established a partnership with about 30 other national organizations. Some of these include groups in our study:

the Association of Junior Leagues International; National Council of Jewish Women; National Council of Negro Women. Others include: American Bar Association, 4-H National Council, Burger King corporation, National Education Association, and the National Urban League.

AFRICAN AMERICAN WOMEN FOR REPRODUCTIVE CHOICE COALITION

Groups in this coalition include Alpha Kappa Alpha Sorority, the National Black Women's Health Project, National Coalition of 100 Black Women, National Council of Negro Women, National Congress of Black Women, National Urban Coalition, Planned Parenthood Federation of America, Religious Coalition for Abortion Rights and the United Church of Christ.

FEDERATION OF BUSINESS AND PROFESSIONAL WOMEN'S CLUBS

Federation of Business and Professional Women's Clubs
2012 Massachusetts Avenue, NW
Washington, DC 20036

These service clubs are developed to promote full labor participation, equity and economic self-sufficiency for America's working women, and to provide working women with the knowledge, skills and competence to advance in the workplace. Clubs that constitute the Federation of BPW (also known as BPW/USA) belong to the international network of professional women's clubs, whose headquarters is in London. The Federation operates a foundation and a political action committee. General facts about the organization include:

- The Federation was founded in 1919
- approximately 120,000 members
- 22 national staff
- operating budget of approximately $2.5 million
- 3000 clubs in the United States

Volunteers

The profile of club members from 1986 indicates that the average member is 44 years of age, and her average annual salary is above $30,000. The volunteer profile did not break down the membership by race or ethnicity. While training and continuing education are stressed for membership, these are primarily directed at providing members with skills and knowledge necessary to advance in the workplace, and not specifically for community service.

Nature of Program Development

The Federation does not have a department assigned specifically to program development; rather those functions are undertaken by four departments: membership services, education, government affairs and development. At this time, no national service programs exist, although some are reportedly being developed. Activities organized by the national office that could be categorized as programs focus on career advancement, employment-related training, public policy and grants for research or research dissemination. The Federation is very active both at the national and local level in public policy and lobbying activities related to work and family issues and gender equity issues. Specifically, they have lobbied heavily for the Equal Rights Amendment, pay equity, better child and dependent care, fair pension laws and equity in insurance.

Youth Programs

At this time, the Federation conducts no national programs of any kind specifically related to youth. While local clubs may be active in service to youth, this information is not collected by the national office and could not be related even anecdotally.

KIWANIS

Kiwanis International

3636 Woodview Trace
Indianapolis, IN 46268

Originally named The Supreme Lodge Benevolent Order Brothers, the Kiwanis are now a worldwide service organization composed of professional and business men and women desiring personal involvement in the leadership and improvement of their communities. Within one year of its founding, the organization changed its name to Kiwanis and expanded upon its initial purpose--the mutual exchange of preferred treatment in professional and business dealings--to include a central focus on community service with a particular concern for children. The name "Kiwanis" stems from an Indian phrase which means "to express one's self." Established in 71 countries, Kiwanis have as their motto "we build" and their purpose is service to youth and to the elderly, to community and nation. In 1962, clubs were organized worldwide beyond the United States and Canada: for example, there are currently 43 clubs in South America. The Kiwanis have an International Foundation. General facts about the organization include:

- Founded in 1915
- 315,000 members (approximately 65% of whom are in the United States)

- 130 staff
- Operating budget is $10,500,000
- 8500 local clubs organized into 46 districts

Volunteers

Individuals are elected into the local clubs by active members. Invitations are extended to adults of "good character and community standing" who are "engaged in an occupation in a recognized line of business or vocation." Emphasis is placed on ensuring that a cross section of different businesses or vocations within the community be represented. Members must adhere to the following objectives of Kiwanis International:

- To give primacy to the human and spiritual rather than to the material values of life
- To encourage the daily living of the Golden Rule in all human relationships
- To promote the adoption and the application of higher social, business and professional standards
- To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship
- To provide, through Kiwanis clubs, a practical means to form enduring friendship, to render altruistic service, and to build better communities
- To cooperate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism, and good will.

Members are required to attend weekly club meetings and to participate in the various activities of the organization. Traditionally, there has been no emphasis on training **per se** but the Sponsored Program Services Department of the organization provides numerous written support materials for members. The development of a new major emphasis program (whose objective is to reduce infant mortality), "Young Children, Priority One," includes significant training components.

Nature of Program Development

The international office conceives of and develops service programs--know as "major emphases"--that are designed to help clubs in meeting the needs of their communities. Program guidelines and background materials are distributed to clubs around the world. These materials include very specific administrative directions for individuals running a program as well as some materials that can be distributed to the community and to such institutions as schools. Kiwanis district leadership works closely with local clubs on specific major emphasis programs. Clubs are strongly encouraged to be involved in these programs but they are free to choose their own activities--activities consonant with the goals of the organization. There are no formal evaluations of programs at the local or international levels.

Youth Programs

The Kiwanis sponsor a "family" of their own youth programs, based largely in schools and having as their purpose the direction of young peoples' energies into worthwhile activities. One of the goals of having clubs for the spectrum of different age groups is to strengthen families through mutual club memberships. For years, Kiwanis clubs have sponsored school-related service clubs, such as Key Club in high schools and Circle K, the largest collegiate organization in North America. In 1975, Kiwanis expanded its youth programs to include Builders Club for students in grades seven through nine.

National Programs

BUILDERS CLUB

Builders Club is a school-based coeducational service organization for young people between the ages of 12 and 15. Its objectives are: to provide opportunities for youth to work together in service to school and community; to develop leadership potential; to foster the development of strong moral character; to encourage loyalty to school, community, and nation. The overarching goal of the program is to promote volunteerism. There are currently more than 800 Builders Clubs with an estimated membership of 13,000. Membership is about equally divided between males and females; no information is available about the racial or ethnic make-up of the groups. Headquarters did report that the vast number of clubs were located in middle and upper middle class neighborhoods. Criteria for selecting Builders Club members include: "interest in service, good character and leadership potential." There was no evidence to suggest that the clubs involve or provide services to at-risk adolescents.

Each club is sponsored by a local Kiwanis club, which provides program support and all of the funding. The clubs are run by a faculty advisor. Theoretically, the school is conceived of as the club members' community; thus, club activity includes school cleanup campaigns, school leaders banquets, safety patrols, and school fairs. Activities outside the school include local food and clothing drives, ecology and anti-drug programs, "support your local police" campaigns and working with handicapped children.

Young Children: PRIORITY ONE

Kiwanis are starting to launch in 1990-91 a new major emphasis program scheduled to run through 1993. Every Kiwanis club is urged to support Young Children: Priority One by implementing a new project that addresses the needs of young children in child care, early development, maternal and infant health, nutrition, parenting skills, pediatric trauma, or safety. Membership is being specifically directed by staff and volunteer leadership "to develop their skills and knowledge to make Young Children Priority One" and to work with their sponsored youth groups to help accomplish this. Since this program is just getting started, information is limited. But this new direction promises to take the organization directly to some of the problems facing at-risk youth, particularly those of teenage pregnancy, inadequate pre-natal care, and inadequate parenting skills.

Local Programs

Individual clubs develop projects for community improvement. In addition to sponsoring their own youth groups, clubs also sponsor Little League groups, Special Olympics, and Boy and Girl Scout troops. They also sponsor student banquets and give scholarships. In addition, groups run programs aimed at eliminating alcohol and drug abuse among youth. No aggregate information is available about the numbers of such sponsored groups and programs, the volunteer time involved, or the exact nature of the youth population served.

Public Policy

Headquarters staff stressed the importance of civic-mindedness, patriotism, and support of one's nation as the objects of Kiwanis International, as well as the creation of international understanding and good will. The organization has generally not taken specific positions on youth matters and the "policy" activities of local clubs seem to take the form of community education. However, with the introduction of Young Children: Priority One, staff predicted that Kiwanis will become more directly involved in the public policy arena.

Collaborations

Local clubs collaborate with a wide range of youth and health organizations within their communities but no statistical information about these collaborations are maintained by headquarters.

Publications

Currently, publications dealing with youth are those produced for the Builders clubs. Their audience is Kiwanis sponsors and faculty advisors. Staff produce a monthly newsletter, administrative manuals, and information bulletins. Additionally, stories about various youth projects and concerns appear regularly in **KIWANIS**, the organization's monthly magazine.

KNIGHTS OF COLUMBUS

Knights of Columbus
One Columbus Plaza
New Haven, CT 06507

The Knights of Columbus is a fraternal society of Catholic men, 18 years and older. It characterizes itself as a family, fraternal, service organization. As a fraternal organization, it provides its members with insurance and other financial products. In addition, the Knights of Columbus has a significant service component, which focuses on six areas: church, community, council (affiliate), family, youth and membership. Other general information about the society includes:

- Founded in 1882
- 1,473,128 members
- 600 paid staff
- 9192 local councils in the U.S., Canada, Philippines, Mexico, Dominican Republic, Panama, Guam and the Virgin Islands

Volunteers

Members of the Knights are over 18 years of age, male and Catholic.

Nature of Program Development

The national organization encourages extensive programs in the areas mentioned above. While it does not have national or international programs, besides an affiliated youth group (see below), it has developed technical assistance and publications relating programming ideas and information for each given activity. The fraternal services division maintains a mailing list of approximately 140,000 officers, who receive many of these publications. Through its reporting process, it has a general sense of the amount of funding that is spent in each activity area but cannot report the number of individuals being served or provide any demographic information about targeted populations. In 1989, staff estimate that total disbursements for service activities was $92 million; of this $6,079,520 was expended for youth activities.

Because some spending in other categories also affected youth, the $6 million estimate is extremely conservative.

Although the international council does not have specific programs, it does give the local councils very explicit guidelines regarding service activities, including appointing volunteer program directors and directors for each service area. The Supreme Council also asks that a Service Program Personnel Report Form is completed by each council on a yearly basis.

Youth Programs

The national headquarters makes many suggestions regarding youth activities in which the Councils could/should be involved. Each council decides specifically the activities in which it will engage to meet the needs of its particular community. In addition, the Knights of Columbus operate a companion youth organization, called the Columbian Squires

National Programs--The Columbian Squires

The Columbian Squires program began in 1925. The purpose of the Squires program is to "develop young men as Catholic Leaders." The Squires program is designed to be run both by and for young men who are between 12 and 18 years of age. It is "an athletic team, a youth group, a social club, a cultural and civic improvement association, a management training program, and a spiritual awareness course all rolled into one." Each Squires "circle" is sponsored by a Knights of Columbus "council" and there are approximately 1000 circles. The program receives support from the local, state and international levels of the organization. Knights serve as counsellors to the circle. Squires (the youth) elect their own circle officers from chief squire to notary, bursar, marshal, sentry, and committee chairmen. The squires engage in spiritual, service, circle and membership activities. There is no particular emphasis or targeting of underserved youth, although some Squires may be in some way identified as belonging to the at-risk population.

Local Programs

Councils are encouraged to engage in education, athletics, youth welfare, religious and social activities, all targeted primarily at Catholic youth. Few activities described had a particular focus on at-risk, young adolescents although they may to some degree serve this group. Activities fall into six main categories:

- **Youth Groups:** In addition to the Columbian Squires, Councils are encouraged to sponsor Catholic Youth Organization, Big Brothers/ Big Sisters, Scouting and 4H.

Columbian Squires are responsible for sponsoring 29,000 Boy Scouts.

- **Athletics:** Athletic activities sponsored by councils range from one-time activities such as free-throw contests and the presentations of trophies, certificates, etc. to outstanding students, to arranging ongoing activities such as bowling or hockey leagues.

- **Educational programs:** Their activities include presenting scholarships and student loans to Catholic high schools, sponsoring college fairs, and essay contests.

- **Youth Welfare:** Initiatives in this category include substance abuse prevention activities, hot-lines for concerned parents and youth, local civic campaigns to raise funds for sick and disabled children, support of membership in their efforts to develop more medical and psychiatric facilities in their communities and encouragement of members to become foster parents.

- **Religious activities:** These include retreats for Catholic students, religious classes, mission nights.

- **Social activities:** Sponsored events include parties, family nights, receptions and film series for youth.

Public Policy

The international headquarters encourages the Knights to be involved in public policy activities, especially around "pro-life" issues. Local councils take direction from the public policy guidelines and other materials provided by the international office. Youth are also encouraged to be pro-life advocates. No public policy positions were identified that specifically related to at-risk adolescents.

Publications/Research

In addition to publications specifically related to the Columbian Squires, many other publications that are focused on the service aspect of the Knights of Columbus provide information about youth related activities. The Knights have no particular research emphasis.

Collaborations

In addition to working with the groups who provide services to youth that are mentioned above, the Knights collaborate with athletic leagues, PTAs, foster parent associations, community charities, Special Olympics and Catholic school systems.

LINKS

Links
1200 Massachusetts Ave., N.W.
Washington, DC 20005

The Links, Inc., is an international, predominantly African-American women's service organization with more than 8,000 members in 240 chapters in 39 states, the District of Columbia, and 3 other countries. Founded in Philadelphia in 1946, the organization is committed to educational, civic, and cultural activities for enriching and sustaining the African-American identity and ensuring its economic survival locally, nationally, and internationally. These goals are accomplished through direct service programs, advocacy, funding and coalition-building. The Links Foundation is the philanthropic entity created by the organization. Information about the organization includes:

- Founded in 1946
- 8,000 members in 240 chapters
- 5 paid staff
- Operating budget of $300,000

Volunteers

Members are adult, usually African-American women leaders who are invited into the organization. Links inducts others into membership whom they believe share their standard of community service: "qualified women who have the same goals and objectives as the organization are inducted without regard to race, creed, national origin or Greek affiliation." The name "Links" symbolizes a chain of women linked in friendship to enhance the quality of life in the multi-cultural community but is also meant to stand for a long chain of accomplishment. Links chapters provide orientation and training courses to members on program and administrative matters. Members seek training opportunities through national program and advocacy initiatives.

Nature of Program Development

There are four distinct but interrelated "facets"--each a major program emphasis--that guide local Links' programs from the national level. Though local clubs have a great deal of autonomy and latitude in choosing their own projects, they are required to engage in programs focusing on at least one of these four, nationally determined "facets":

- Services to Youth
- The Arts
- National Trends and Services
- International Trends and Services

The organization bases the following program priorities on the "facets":

- to eliminate problems of African-American youth and their families, particularly factors affecting their physical and mental health
- to provide cultural enrichment in communities across the nation and to advocate for the preservation of African-American cultural heritage
- to address issues and concerns that have an impact on the quality of life, both nationally and overseas
- to work for the maintenance and creation of a safe, positive and quality environment--physical, psychological and aesthetic

Each chapter must make a two year commitment--"each biennium"--to each of the facets in turn but is encouraged to stay with the development of one project through the various facets. A specific facet is stressed for a two year commitment of each chapter but the national office encourages a planning time for projects of from one to twelve months and an implementation time of from one to five years. Most local projects are funded by the members from dues and fund-raising activities. Occasionally, the national will make seed money available for special projects.

Youth Programs

Since the organization's inception, the Links have advocated for the preservation of the African-American heritage in the arts. Toward that end, they have provided scholarships for talented youth, sponsored activities for display of new talent, and conducted art camps in the Southern states. The direction for the Arts in the 1984-86 "biennium," however, was toward development of a national after-school program, using arts as a catalyst for encouraging basic skills training among at-risk youth. This program was part of a Links national initiative, "Youth Eighties Survival" (YES), whose priority was to support all areas of black youth development. In the case of this program, the arts were the vehicle for stimulating and developing the creative and intellectual potential of students who were "turned off" by the traditional school curriculum.

The Services to Youth "facet" of the organization has expanded to include seven target areas, all of which focus directly or indirectly on the needs of at-risk early adolescents: teenage pregnancy; juvenile crime and delinquency; alcohol and substance abuse; mental and emotional illness/ disorders; breakdown of the family; unemployment; and education. Because the organization sees drug and alcohol abuse as permeating each of the target areas, drug and alcohol abuse prevention has been the primary focus of the Services to Youth "facet" since the 1982-84 biennium. Links programming in this area is educational and community-based; it relies also on networking and coalescing with other groups involved in the same activities.

National Programs

PROJECT LEAD (Links Erase Alcohol and Drug Abuse)

Currently a project of the Links Foundation, Project LEAD has its roots in the 1982-84 biennial emphasis on drug and alcohol abuse prevention. Through the National Institute on Drug Abuse, Services to Youth national and area leaders received training in drug and alcohol abuse prevention and provided a series of workshops on the chapter, area and national levels. Now, with significant federal funding from the Office for Substance Abuse Prevention (OSAP), Project LEAD is administered by the Links Foundation and is currently the central national program sponsored by the organization. Its target population is at-risk adolescents and at-risk youth in general.

Project LEAD is a primary prevention program aimed to eliminate alcohol and substance abuse; teenage pregnancy; and AIDS and other sexually transmitted diseases. The program is not school-based and it is conducted by two members of the community--often Links members--who have attended two-day training workshops led by national staff. The curriculum is based on group activities to promote self-esteem and provide cultural enrichment for the youth. Links chapters and other organizations (which have included Alpha Kappa Alpha, Beta Phi Sigma, and Jack and Jill) apply to the national office in order to receive the training, be eligible for technical assistance, and become a site. Participating youth are identified by local chapters; the age range is from 10-18, with an equal emphasis on the 10-14 year old and older groups. The duration of the program varies according to the site, but national staff estimate that the youth spent about three hours a week in the program.

There are currently 101 sites, and over 4000 young people have completed the program (an additional 2500 completed a portion of it). About half the participants were female and half male. Program staff reported that there has been an independent evaluation with specific numerical goals that was in place for the first three years (since the program was funded in 1987). The program is entirely dependent on outside funding sources for nearly all aspects of its operation (the continuation grant was received in September of 1990). Specific information regarding the evaluation was unavailable.

The project grew from 14 chapters of Links in 8 cities in 1987, to 18 chapters of Links in 1988, to 69 chapters of Links and other organizations in 48 cities. By the end of the initial three-year funding period, LEAD was implemented by 77 Links chapters and 24 units of other organizations for a total of 101 chapters/ organizations that participated in 77 cities. LEAD staff report that the OSAP uses LEAD as a model project for new high risk grantees.

Local Programs

Chapters are especially encouraged to apply to become a Project LEAD site or to adapt some of the components of LEAD into their programming. For example, some chapters sponsor operation SEED (Self-Esteem Enrichment Day). Still others are involved in literacy projects or developing programs aimed at the special needs of the adolescent black males (this population focus is gaining increasing interest in chapters).

Links also support efforts to address the needs of at-risk youth by giving small grants to other organizations.

Public Policy/ Publications

The organization relies primarily on educational efforts with its membership and the community-at-large to affect public policy. While local chapters may "lobby" at the local level, their advocacy is primarily programmatic and persuasive rather than directly legislative. We were unable to verify the extent of policy work at the national level. The organization publishes newsletters, some training materials and administrative and organizational guidelines. Though the organization does not engage in research, the findings from Project LEAD may prove a first step in this direction.

Collaborations

Through LEAD, the Links are collaborating with groups such as Jack and Jill and Alpha Kappa Alpha. Local chapters work with other service organizations on both this and other projects but the national office does not track these activities so would could not identify what these groups are. At the national level, the Links joined the Black Women's Consultation, a leadership group of 15 of the nation's largest African-American women's organizations, in a series of four conferences to address issues and develop strategies vital to the survival of African Americans.

While financial support is not the same thing as collaboration, it is important to note that Links have a tradition of reaching out to other organizations and offering program and political support through grant-making. Such programs have included financial support to the National Coalition Against Domestic Violence; the Black Women's Oral History Project; sickle cell research; the United Negro College Fund; the NAACP Legal Defense and Educational Fund; the Detroit Museum of African American History; and the Center for Black Music Research.

LIONS CLUB INTERNATIONAL

Lions Club International
300 22nd St.
Oak Brook, IL 60521

Lions Clubs International is the world's largest service organization. It is composed of local clubs of business and professional men--and now some women--in 163 countries to provide better international understanding and community services. While clubs engage in service activities focusing on health concerns, citizenship, drug awareness, youth exchanges, and literacy, the primary purpose of the clubs is to promote international understanding and the primary program effort at the international and national levels is sight conservation and work to eliminate blindness. Women are organized into auxiliary Lioness Clubs and young adults into Leo Clubs. There is an International Foundation. General information about the organization:

- Founded in 1917
- 1,365,000 volunteer members
- 325 paid staff
- 39,250 local groups in 163 countries

Volunteers

Members are primarily male professional and business members of the community between the ages of 25 and 65, inducted into the club by invitation. Characteristically, they are college educated. Lions membership now includes some professional women as well. Their motto is "we serve" and their slogan, "Liberty, Intelligence . . . our Nation's Safety." There is little emphasis on training of members for developing programs. No information about gender, race, or ethnicity of Lions was available.

Nature of Program Development

Programs are developed along the lines that are consonant with the objectives of Lions Clubs International:

- To create and foster a spirit of understanding among the peoples of the world.
- To promote the principles of good government and good citizenship.
- To take an active interest in the civic, cultural, social, and moral welfare of the community.
- To unite the clubs in bonds of friendship, good fellowship, and mutual understanding.
- To provide a forum for the open discussion of all matters of public interest; provided, however, that partisan politics and sectarian religion shall not be debated by club members.
- To encourage service-minded men and women to serve their community without personal financial regard, and to encourage efficiency and promote high ethical standards in commerce, industry, professions, public works, and private endeavors.

Youth Programs

Headquarters program staff reported that youth programs are one of thirteen foci and are "not a major emphasis" in the budget. Financial figures or percentages of funds allotted for youth programs were not available. There was no evidence of any particular focus on at-risk early adolescents.

International/ National Level/ Local Level

Though individual clubs are autonomous and choose their own activities, there are several initiatives that Lions International emphasizes concerning youth involvement for their clubs.

BOY SCOUTING

The first, and most central one, is the importance of the relationship between the clubs and worldwide Boy Scouting. Lions program staff reported that more Boy Scout troops are sponsored by local Lions Clubs than by any other organization. In 1923, Lion founder and Secretary General Melvin Jones stated in his annual report that Boy Scouting was "the greatest single undertaking of local clubs"--a fact repeated in organizational brochures promoting Lions and Boy Scouts as "Partners: For People, For Understanding, For World Peace." Local Lions Clubs are urged to sponsor Boy Scout troops because of the historical and ideological relationship between the two groups. The stated goals for clubs to sponsor troops include the following: time-tested youth program with continuous identification with Lions; instills Lionism's "ideal of service" in youth; promotes interest in good government and civic affairs; inspires respect for law in youth; builds better youth. The boy scout troops are funded locally. No information is available about the racial and ethnic make-up of the groups and none of the programs are evaluated.

LEO CLUBS

Leos are a youth organization sponsored by Lions International. Leo members are people between the ages of 14 and 19 (older outside the United States) who provide services for their communities and develop their own skills for leadership. There are over 4300 clubs in 106 countries with 107,500 members. Individual clubs engage in activities ranging from blood drives to assisting the elderly. An International Literacy and Culture Project has been adopted by the group with the following goals: to join with UNESCO to eradicate illiteracy by the year 2000; to promote the value of becoming literate about the world. No figures about membership were available by race, gender, or ethnicity and there is no evaluation of the programs.

LIONS-QUEST: **Skills for Adolescence**

As part of the Lion's focus on drug abuse prevention, they have a joint venture with Quest International (a non-profit educational organization) to introduce Quest's life-skills curriculum into the schools for students between the ages of 10 and 14. **Skills for Adolescence** is funded by the local club and stresses self-esteem and decision-making. It is a school-based program designed to bring together school, parents, and the community. The headquarters staff did not know if there was an evaluation component.

Public Policy/ Publications

Headquarters reported that there were not specific public policy efforts aimed at youth. The organization has no policy positions related to at-risk youth, ages 10-15. There are no particular publications focusing on youth.

Collaborations

At the international and national levels, Lions are in collaborations with the Boy Scouts and with Quest International, respectively, in regard to programs for youth. There was no definite information available about collaborations at the local level, but program staff mentioned the likelihood that Leo Clubs might collaborate with Rotary's Interact Clubs and the Kiwanis' Builder Clubs.

LUTHERAN BROTHERHOOD

Lutheran Brotherhood
122 West Franklin Avenue
Minneapolis, MN 55404

The Lutheran Brotherhood is a fraternal benefit society that offers insurance and other financial products to its membership. In order to legally provide these services, federal law stipulates that the local chapters must have a community service component. Thus, community service is one of the functions of the organization. General information about the organization includes the following:

- Founded in 1917
- Approximately 1,000,000 members
- 800 employees in the national office, 30 of whom are involved in the fraternal division, which provides support services to branches' community service activities
- operating budget includes $42 million for fraternal benefits; approximately one third of this amount goes to fraternal services
- 811 affiliates located throughout the United States

Volunteers

In order to belong to the Lutheran Brotherhood, you must belong to a church of the Lutheran denomination. No information about the exact demographic make up was available.

Nature of Program Development

The organization develops programs that include general resources that can be used by the local branches. Branches have the option to adopt any program models developed by the national office, or they can create and/or adopt other program models. The major focus of the national office's service activities are youth-related programs.

Youth Programs

The national office has a specific focus on adolescents, which began in 1989. It does not break down its activities between younger and older adolescents, but generally targets the sixth through the twelfth grades. There are two main thrusts of the program for youth offered by the Lutheran Brotherhood, which is called RespecTeen. RespecTeen includes activities conducted primarily by the national staff, as well as those conducted by local branches..

National Programs

RESPECTEEN

Three main components of the national portion of this program are Speak for Yourself, a program to encourage youth/parent communication; RespecTeen National Youth Forum and five public service announcements on parent-teen communication. The RespecTeen National Youth Forum has tow general stages. In the first stage, a curriculum is sent to high school students in social studies classes. With the use of the curriculum, students write to their Members of Congress stating their concerns about any issue that they themselves choose. In the second stage, copies of the letters are sent to the national office of the Lutheran Brotherhood for the National Youth Forum contest. One student from each state is selected through the competition to travel to Washington, DC and meet with his or her Member of Congress and attend a leadership conference.

Subsidized Resources

The national office also subsidizes several resources that can be used by the branches. These include:

- Values and Choices; a curriculum which teaches responsible sexuality in a values context; appropriate for use in 7th and 8th grade public and Lutheran junior high school programs or church confirmation classes (available through the Search Institute).
- Effective Parenting for the 90s; to strengthen parenting skills for parents, other family members and youth workers; resources are divided between those for working with students ages 7-12 years old and 13-18 years old.
- Lions-Quest Skills for Adolescence training; developed by Quest International; used to foster citizenship and responsible decision making.
- "Fragile Time" a videotape about teen suicide targeted to parents; developed by the Minnesota Extension SErvice, 4-H Youth Development and Home Economics.
- Hazelden Health Promotion Resources; a series of resources developed by the Hazelden Foundation about drug and alcohol use, depression and other mental health issues; resources are targeted toward parents, educators and teenagers.
- Profiles of Student Life; a needs assessment study, developed by the Search Institute, conducted in collaboration with the public schools; to be discussed in detail in the following paragraphs.
- Public service announcements about teen-parent communication.

Local branches either disseminate these materials to local schools, churches and/ or other community groups and agencies either as direct gifts or through the creation of a lending library (predominantly they will give them to the schools and churches), or use the resources themselves to run programs. About one half of the branches which participate in their resource dissemination use one or more of the resources to directly conduct at least one program. The national office records in a data base the use of these resources but this information was unavailable to us. Included in this information are profiles of the youth being served, which is now being compiled.

As indicated by the list, most of the resources are either curricula, videotapes or public service announcements. All have been developed by other foundations and nonprofit organizations which specialize in youth activities. Although they deal with problems facing all adolescents, none target specifically the special problems faced by disadvantaged youth.

The Profile of Student Life, however, is a needs assessment conducted through the schools. Forty-five thousand youth in 25 states completed questionnaires for this resource. They are compiled both locally and nationally. These youth do not represent a cross-section of the population at large, rather, 67 percent were from midwestern states, 90 percent were white, 2 percent Hispanic ad 5 percent African American (the remaining 3 percent were American Indian or Asian or Pacific Islander). The profile was a survey of student attitudes and tried to assess deficits, assets and at-risk behaviors.

The Lutheran Brotherhood plans to use this survey, which was developed by the Search Institute, either annually or biennially to determine if there are differences in the community and thus to "see if our efforts are making a difference." This is the closest approximation of an evaluation for their youth programs, and it was acknowledged that such a survey would capture effects of many factors, including larger societal trends and other youth-focused activities that were going on in a particular area. In addition to using the assessment as a general evaluation, several branches have used it as a foundation for their own programs and have conducted activities to address particular needs that were evident from survey responses.

Local Programs

While the branches also are involved in local programs, this information is not collected by national staff. Such programs may include grants to youth organizations or grants to support activities focused on youth, cooperative fundraising events to support youth-related activities, dinners and banquets for youth who have made special achievements, and mentoring programs. Generally, these activities often seem to be conducted in conjunction with churches or schools.

Public Policy

The Lutheran Brotherhood engages in no particular public policy activities that have an emphasis on high risk youth. Public policy activities are limited to the RespecTeen national youth forum, where youth are brought to Washington to lobby for their personal issues.

Publications and Research

Besides the Profiles of Student Life, no other research is done by the Lutheran Brotherhood. To the extent that any research is necessary in the organization, such activities are contracted out. The Lutheran Brotherhood has created only one publication that was developed specifically for youth, entitled The Troubled Journey, which is the national compilation of the Profiles of Student Life.

NATIONAL COUNCIL OF JEWISH WOMEN

National Council of Jewish Women, Inc.
222 West 23rd Street
New York, NY 10025

NCJW is a volunteer organization which, in the spirit of Judaism, is dedicated to furthering human welfare in the Jewish and general communities, locally, nationally, and internationally. Through an integrated program of education, service and social action, it provides essential services and stimulates and educates the individual and the community toward their responsibility in advancing human welfare and the democratic way of life. NCJW aims to improve the quality of life for individuals of all ages, races, religions, and socioeconomic levels. The organization advocates measures affecting social welfare, constitutional rights, civil liberties and equality for women. General facts about the organization include the following:

- Founded in 1893
- 100,000 volunteer members
- Approximately 60 staff located in its New York headquarters and its Washington, D.C. office.
- $3.8 million operating budget for the national office in 1989
- 200 affiliates, called "sections," located in most areas of the United States.

Volunteers

Members are generally between the ages of 35 and 50. Members characteristically are women with a college education and the majority of them are in the workforce. NCJW also includes some male membership. NCJW's membership services emphasize training; the national office offers a yearly training institute along with regional meetings which can focus specifically on one area of program development. For instance, in the spring of 1991, NCJW will conduct seminars on how to evaluate programs to determine if they are meeting their objectives.

Nature of Program Development

Periodically, NCJW chooses a focus area upon which it bases its national programs and it encourages the sections to use these models. NCJW chooses issues on which to focus based on areas of need, assessments of members' perceptions, degree of organizational credibility on the issue and background experiences. After establishing a basic issue area, it chooses its specific activities in an interactive process of determining both what is most needed and for what activities there is foundation and public funding available. Currently, the NCJW focus is on family support and its main thrusts are the following: National family day care project, work/family project, HIPPY (Home Instruction Program for Preschool Youngsters), and activities of NCJW's Center for the Child. Its national programs address young adolescents' needs to the extent that they belong to these family units.

Although NCJW periodically establishes a primary focus area, sections typically have activities that deal with many issues. Sections are involved in one capacity or another with approximately 1500 individual programs nationwide. The national office asks its members to complete a program description sheet for each of its individual programs, which program staff then enter into a data base. Although the questionnaire asks for information regarding program budgets and volunteer hours, this information is frequently omitted from the questionnaire or inaccurately estimated. The questionnaire does not ask for any information regarding the characteristics of the group that the program serves. The budget figures are categorized under "domestic programs," "international programs" and "services to sections programs." Roughly $1.4 million of its total operating budget is devoted to its domestic program, which includes NCJW's public policy and research activities as well as the administration of the programs described above. Of the national organization's budget, no funding is specifically attributed to the support of youth programs at this time. Likewise, NCJW does not have an estimate of the amount of volunteer time spent working with young adolescents.

The program office offers a variety of services to members, including program-specific technical assistance and training in the general areas of issues selection, coalition building, financial assistance and evaluation.

From 1975-85, NCJW's focus was on juvenile justice, and it encouraged its sections to engage in programmatic efforts in this area. As a result, many of the sections continue to address youth issues, although the national office of NCJW has moved out of this focus area and is currently addressing work and family issues. Few programs focus specifically on young adolescents as a separate category, although this age group may be included in those served.

Youth Programs

National Programs

No national programs that relate either specifically to at-risk youth or to youth in general are offered at this time.

Local Programs

It is difficult, although not impossible, for NCJW to quantify the number of programs offered for youth. Although NCJW has a data base, this information must be categorized by hand, due to the fact that many different kinds of programs serve young adolescents to some extent. NCJW sections are involved in a wide variety of activities that were related to the authors anecdotally. Below are some examples of programs:

- Comprehensive services to youth in crisis situations, delivered through youth hotlines, teen survival guides, counseling centers and in-school counseling activities, and health centers focused on comprehensive teen health care
- Development and implementation of community needs assessments of emergency rooms to determine the extent of teen suicide attempts and community response
- Support/development of alternative schools and tutoring programs
- Juvenile justice activities, including general and vocational education, cultural enrichment programs for status offenders (one section had a program where status offenders developed an organic garden); and lobbying activities on the state and federal level related to the Juvenile Justice and Delinquency Prevention Act and related state measures

- Court Appointed Special Advocates (CASA) programs (some of the child welfare population consists of young adolescents)

Public Policy

NCJW's membership determines national public policy resolutions. Individual sections can lobby as guided by these resolutions, but they cannot lobby in areas where the national organization has not stated a position, nor against tenets of the national resolution.

Although few of NCJW's resolutions deal specifically with the category of young adolescence, many do apply to youth as general members of the community and/or members of families. For example, the following endorsements relate to youth:

- the endorsement of a continuum of services which is accessible and responsive to the needs of individuals and families;
- family life education, under the aegis of the public schools and other community institutions and agencies, which includes helping individuals deal responsibly with their sexuality;
- quality physical and mental health services, affordable and accessible to all, which emphasize prevention and health maintenance;
- programs and services designed to prevent substance abuse and treat the medical, social and psychological problems of the addict and the addict's family.

Resolutions which deal specifically with youth include:

- a separate justice system for children which provides for due process and takes into account their special needs and vulnerability;
- removal of status offenders from the jurisdiction of the courts and the provision of alternative services;
- limiting juvenile waiver to adult criminal courts to the most intractable cases of sixteen- and seventeen-year old youth alleged to have committed the most serious felonies;
- laws which protect every child's right to live in a home free from abuse, neglect and exploitation;
- continuous improvement of educational programs and

training of personnel to meet the needs of a diverse student population and a changing society;

- measures which ensure access to public education for children without a permanent address; and
- a comprehensive human sexuality program to be taught by trained personnel in the public schools.

Publications/ Research

No publications are issued or research conducted concerning at-risk adolescents specifically. However, the organization may offer specific articles in its publications and/ or training and technical assistance information relating to at-risk youth.

Collaborations

Both the national office and the sections collaborate with a large number of nonprofit and governmental organizations which include other adult service clubs, national nonprofit organizations such as the YMCA, local and state health and human service organizations, foundations, federal grantmakers and business-oriented organizations. Since the national office has no programs directed at at-risk adolescents at this time, in terms of youth activities, information about national collaborations is moot. The specific organizations with which the sections collaborate were not related, as all information about local programs was anecdotal.

NATIONAL COUNCIL OF LA RAZA

National Council of La Raza
810 First St., N.E., 3rd Fl.
Washington, DC 20002

The National Council of La Raza (NCLR) exists to improve the life opportunities for Americans of Hispanic descent, specifically their civil rights and economic opportunities. A nonprofit, tax-exempt organization incorporated in 1968 in Arizona, NCLR serves as an advocate for Hispanic Americans and as a national umbrella organization for 128 formal "affiliates," community-based organizations which serve Hispanics in 25 states and the District of Columbia. NCLR provides technical assistance to its affiliates, conducts research programs, bestows awards, and provides public policy analysis and leadership. General information about the organization includes:

- Founded in 1968
- 128 formal affiliates (plus individual Hispanic community

organizations involving countless individual adults and youth)

- 75 staff members headquartered in Washington, DC with program offices in Los Angeles, CA; Chicago, Il; Phoenix, AZ; and Mc Allen, TX.
- $2,500,000 operating budget

Organizational Profile

The Council's board, staff, and national network represent all the Hispanic nationality groups and all geographic regions of the United States. By-laws require that the Council's Board reflect the Hispanic population in terms of subgroups and geographic representation, that half the elected Board represent Council affiliates, and that it include half men and half women.

The Council's network of 4000 affiliates (128 of which are formal members of the Council) vary greatly in their size, service priorities and target areas. They may be urban, suburban, or rural; serve a particular nationality or a diverse Hispanic community; target a specific population such as women, the elderly, or youth; focus on economic development, human services or advocacy; be almost entirely voluntary or have an operating budget exceeding $5 million dollars.

NCLR receives ongoing advice and assistance from its Corporate Board of Advisors, which includes senior executives and liaison staff from 18 major corporations who work with NCLR and its network on efforts ranging from community-based education and health projects to visibility and fund-raising efforts.

Since its inception, NCLR has been involved in applied research, policy analysis, and advocacy. In 1981, the Council established a Policy Analysis Center which generates information for public- and private-sector policy makers, and for the Hispanic community and the media.

The Council receives the majority of its funding from corporations and foundations; since 1989, new funding was secured from the federal government for national emphasis programs in education, employment and training, AIDS prevention and education, and economic development.

Nature of Program Development

NCLR addresses problems of discrimination and poverty through four major types of initiatives:

- capacity-building assistance to support and strengthen Hispanic community-based organizations, Hispanic entrepreneurs and elected and appointed Hispanic officials in communities with large Hispanic populations;

- applied research, public policy analysis and advocacy;
- public information efforts to provide accurate information and positive images of Hispanics in the mainstream and Hispanic media;
- special catalytic and collaborative efforts which use the NCLR structure to create other entities or projects important to the Hispanic community.

NCLR supports its affiliates in their program development by offering training, technical assistance in a variety of areas, including education, AIDS education and prevention, housing and economic development, fund-raising, coalition building, and organizational development and management. Through a combination of structured staff and board training and on-site assistance, the NCLR Office of Technical Assistance and Constituency Support assists affiliates with resource development, program operations, and governance needs. The Council has several seed grant programs to help local groups start new projects. The Council reports that it has helped affiliates raise more than $130 million in public and private grants for housing, community development and human services.

NCLR also addresses community needs through national emphasis programs operated in cooperation with affiliates. These emphasis programs include:

- Project EXCEL (Excellence in Community Educational Leadership) for the development and testing of community-based education models designed to improve Hispanic educational attainment.
- Project HOW (Hispanic Opportunities in the Workforce) to increase the capacity and effectiveness of JTPA (Job Training Partnership Act) employment programs run by Hispanic community organizations.
- NCLR AIDS Center, an information clearinghouse and training center for AIDS education and prevention.
- National Farmworker Center (NFC), which provides advocacy and capacity-building assistance for the migrant farmworker population in three priority areas--education, disaster relief, and employment and training.

There are currently no national youth programs targeted specifically and exclusively to at-risk adolescents, ages 10-15;

however, nearly all of the work of NCLR is directed at improving the life opportunities for this group by empowering Hispanic organizations, producing research, and engaging in advocacy. As a major service and research initiative Project EXCEL perhaps best demonstrates NCLR's concern for the needs of youth in education.

Youth Programs

Project EXCEL (Excellence in Community Educational Leadership) is the largest national initiative of NCLR. Originally developed as a pilot program in the mid-1980s, EXCEL is now in operation in 30 communities nation-wide and is sponsored by 28 local agencies. The primary goal of the project is to create educational partnerships among the schools, the family, and the community to improve Hispanic educational attainment. EXCEL has several components to address differing segments of the population:

- "Academia Pueblo": For elementary school-age children to promote grade retention, drop-out prevention, and to reduce early academic failure. Students participate for a full academic year and in some instances in summer programs. A community-based organization funds the program and working with the school designates an educational coordinator who is trained by NCLR staff to use the NCLR-developed curriculum. In some instances, NCLR provides small ($5000) seed grants. The program is designed specifically for low income Hispanic children, who are recruited directly or referred to the program. The curriculum stresses reading and language arts, mathematics, and cultural and self-esteem issues. Data has been collected and evaluation is being conducted on 336 children in the program.

- "Project Success": For middle school- and high school-age youth to encourage completion of the college entrance examination, career exploration, and personal development. Students participate for a full academic year, on an average of twice a week. NCLR-developed curriculum has a law-related educational focus, dealing with realistic examples from students' life experiences; it also stresses reasoning and language skills. Business and community volunteers assist teachers in the classroom. Evaluation is being conducted of 237 youth in the program.

- "Project Second Chance": For youth, age 13-21, who have dropped out of school. Funding for this program is from the Job Training Partnership Act. The goal of the program is help these youth either return to school or prepare for their GED certificate examination. Youth are identified by local social service agencies; they might be targeted because of their involvement with drugs, gangs, or other delinquent behaviors. Evaluation is being conducted on 136 youth in the program.

NCLR staff cited their close collaboration with the American Association for the Advancement of Science in the development of the curriculum and in the training of project coordinators for "Academia" and with the American Bar Association and the Constitutional Rights Foundation for the curriculum of "Project Success."

Project EXCEL is rare among the programs we encountered because of the nature of its evaluation component, and thus, the fact that it can demonstrate success in terms of behavioral and attitudinal change. The evaluation indicates an improvement in academic skills, greater career awareness, higher academic aspirations, and a demonstrable decrease in school absences.

NCLR staff reported that education is the top priority for the Council and that EXCEL was being run as a 5 to 7 year demonstration program.

Public Policy

The National Analysis Center of NCLR provides analyses of social issues from an Hispanic perspective. Serving as a "think tank" on public policy issues, the Center studies, monitors, and lobbies for legislation and funding concerning immigration, employment opportunities, literacy, housing, civil rights, and education. NCLR's work on the public policy aspects of all of these areas is extensive.

Publications/ Research

The Policy Analysis Center produces and publishes numerous materials on issues affecting minority, limited-English-speaking and/or low income persons. Publications include research and policy papers, handbooks and manuals, statistical analyses, fact sheets, issue updates, Congressional testimony, speeches and presentations. The development of these publications is supported through numerous private and public funding sources.

NCLR carries out public information activities designed to increase public awareness of the Hispanic community's status and need. NCLR publishes a quarterly newsletter, **Agenda**, issues press releases, and disseminates editorials on policy issues.

The Council's preferred means of working is in collaboration with other organizations, Hispanic and non-Hispanic. The Council helped to found such coalitions as the Forum of National Hispanic Organizations, the Hispanic Association on Corporate Responsibility, the National Committee on the Concerns of Hispanics and Blacks, the National Neighborhood Coalition, and the Coalition on Human Needs. NCLR staff belong to many issue-focused coalitions, cooperating with other non-profit organizations and private-sector groups.

NATIONAL COUNCIL OF NEGRO WOMEN

National Council of Negro Women
1211 Connecticut Ave., N.W., Suite 702
Washington DC 20036

The National Council of Negro Women (NCNW) is a voluntary non-profit, membership organization helping black women to improve the quality of life for themselves, their families and the community. NCNW is a coalition of 33 national affiliated organizations and 250 community-based sections with a membership of 40,000 and an estimated outreach to 4 million women. Through its organization of organizations and sections of individuals, the Council acts as a clearinghouse for information about women in the black community and an advocate for a number of women's issues. The Council maintains several field offices, including some in Africa. It also maintains the Bethune Museum and Archives for Black Women's History and established the Women's Center for Education and Career Advancement in New York. General information about the organization;

- Founded in 1935
- 40,000 members organized into 250 local sections
- 53 paid national staff
- Operating budget of $1,500,000

Volunteers

Women of diverse economic, cultural and social backgrounds, primarily African American, are members of individual NCNW sections. Organizations affiliated with NCNW include: the National Assembly of Voluntary Health and Social Welfare Organizations, the National Council of Women in the United States, the International Council of Women, the Alliance for Volunteerism, Black Leadership Forum and the National Committee on Concerns of Hispanics and Blacks. As individuals and as members of organizations, men belong to NCNW, as do individuals of all racial and cultural backgrounds. NCNW also has youth sections or branches for young adolescents, age twelve and older. The organization stresses the importance of training and career advancement and toward that end established in New York City a separate Women's Center for Education and Career Advancement (which has subsequently spun off from NCNW).

Nature of Program Development

NCNW sponsors educational, economic, social, cultural and scientific self-help projects nationally and in local communities. The central goal of NCNW's projects is to achieve equality of opportunity and to eliminate prejudice and discrimination based upon race, creed, color, sex or national origin. The national NCNW headquarters functions as a central source for program planning. Programs are funded by membership dues, private donations, grants from foundations, corporations, and the federal and state governments. NCNW receives grants and contracts generally to support specific programs.

Program development reflects the decentralized nature of the organization. NCNW acts as a clearinghouse for the information and guidance that its affiliates seek as they engage in efforts to improve their communities, be those activities directed at better housing or teenage pregnancy prevention. NCNW provides affiliates with information and resources and referrals that enable those groups to link and cooperate with one another.

For instance, one of the foci of NCNW has been juvenile justice. One of the major programs that the organization has launched is "Operation Sisters United" for at-risk girls age 10-22. The goal of the program is to prevent and/or reduce the likelihood of such behaviors as drug abuse or teenage pregnancy by linking each girl with an adult role model--a member of a NCNW section or another concerned woman in the community. The essence of the program has been personal counseling, cultural enrichment, and tutoring. The program was conducted in six states.

Another related focus is school performance and educational attainment. NCNW has developed a school-based program, "Peer Proof," for elementary and junior high school students whose goal is to help young people make positive, assertive decisions and resist peer pressure. The program is aimed entirely at high risk, disadvantaged youth.

Local sections are involved in projects that span the range from AIDS education to advocacy concerning institutionalization and incarceration; from the break-up of the black family to child abuse.

Public Policy/ Collaborations

NCNW works with all of the major civil rights advocacy groups and with the other major black women's groups, and other progressive national organizations, on a gamut of social issues, related directly to the projects with which their affiliates are involved. The organization would maintain that its public policy mission is primarily educational and that its goal is to forge collaborations.

Publications

Publications include Sisters Magazine, a quarterly, and Black Woman's Voice, a periodical. The Bethune Museum and Archives for Black Women's History is a national center for information about black women and the black history.

ROTARY INTERNATIONAL

Rotary International*
One Rotary Center
1560 Sherman Avenue
Evanston, IL 60201

Rotary International is an organization of business and professional leaders united worldwide who provide humanitarian service, encourage high ethical standards in all vocations and help build good will and peace in the world. Each Rotary club meets weekly so that members may discuss the club's service goals and enjoy each other's fellowship. Rotary clubs are located in 167 countries. Rotary International operates the Rotary Foundation, whose objectives are the achievement of world understanding and peace through international charitable and educational reforms. In 1988-89, the foundation's expenditures were $56.4 million. Following is general information about the organization:

- founded in 1905
- 1,077,211 members
- $30 million operating budget
- 24,413 local clubs

Membership is by invitation, and clubs select their members to achieve representation of each business, profession, and institution according to guidelines set up by the international organization. The goal of this classification is to ensure a wide cross section of professions. No information on gender, ethnicity or race of Rotarians was available.

Nature of Program Development

Rotary International provides substantial financial support in the area of scholarships and grants. To the extent that this activity is characterized as a "program," this is by far its most active area. According to its 1990 annual report, nearly $21 million was expended for scholarships and group study exchanges. Funding for national program development amounted to $2.7 million, approximately one-third of which was for "humanitarian" programs and the remaining two-thirds for "educational" programs.

In addition to these nationally sponsored activities, Rotary clubs are active on the local level. Areas addressed by Rotarians include services to youth, elderly and disabled, as well as "vocational" service (promoting high ethical and vocational standards in the business and professional world) "and a wide range of other community, cultural and environmental projects to meet the specific needs of communities."

Rotary's president is selected from a different country on a rotational, annual basis. Each president then appoints his own board and chooses his area of interest. To the extent that national programs in a particular subject area do exist, they change on an annual basis. For instance, in 1989, the President's special area of interest was substance abuse prevention. In 1990, the new president may select a different area of interest.

Volunteers

Youth Programs

National Programs

Rotary International supports a significant international youth exchange program, as well as an affiliated youth organization, Interact. Both of these are targeted for secondary students and therefore do not involve young adolescents. They do not have an emphasis on those adolescents who would be characterized as "at-risk."

YOUTH EXCHANGE

Rotary Clubs may send or receive individuals in an international exchange program, whose goal is to "advance international understanding and good will throughout the Rotary world." In 1989,

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*Staff of Rotary International declined to take part in the survey, but instead sent samples of publications. Therefore, there are significant gaps of information regarding Rotary activities.

2000 students participated in the exchanges. They involved either a long-term exchange, which lasted an academic year; a short-term exchange of several days or several weeks; or a special exchange for disabled youth. The Youth Exchange program is carefully administrated by the national office, which gives explicit directions about how such a program can be successfully run on the local and regional level. When selecting students for exchanges, the clubs are encouraged to consider the student's academic record, maturity, degree of adaptability, family relationships, ability to communicate well with people and a knowledge of a foreign language. On the basis of these criteria, it would appear children from more advantaged circumstances are heavily targeted.

INTERACT

This is a service organization sponsored by Rotary clubs for secondary school students of both genders, ages 14 to 18. In 1988-89, there were 130,732 members from 5962 clubs in 88 countries. The goal of Interact is to promote world fellowship and understanding through its own international and community service projects.

ROTARY YOUTH LEADERSHIP AWARDS (RYLA)

RYLA is an educational training program, consisting of three-day to ten-day camps and seminars for "qualified people between the ages of 14 and 30." Its purpose is to train adolescents and young adults to become community leaders. Forty-six percent of Rotary districts held RYLA programs in 1989.

Local Programs

Rotary clubs can develop and implement their own activities, including programs targeted toward youth. One activity highlighted in the annual report is drug abuse prevention; however, none of the examples related in the report took place in the United States. Rotary clubs frequently provide support to schools, scouting groups and other youth organizations. They also provide career counseling programs. As with the national programs, written materials indicate no particular targeting of at-risk youth, or young adolescents specifically.

UNITED STATES JAYCEES

United States Jaycees
P.O. Box 7
4 West 21st Street
Tulsa, OK 74121

U.S. Jaycees, formerly known as the Junior Chamber of Commerce, is a civic organization dedicated to providing leadership training for its members through active participation in local community betterment programs. The local Jaycees are autonomous from the national office and organized into state groups. The national office offers individual development programs, ideas on projects, and technical assistance to help Jaycees with membership recruitment. The national office conducts national contests to recognize among its membership young farmers, outstanding young Americans and fitness leaders; it also administers a shooting education program, a b.b. gun contest and ten scholarships for college-bound youth. The national office also maintains a Hall of Fame, museums, archives and photograph and clipping collections. Following is some general information about the organization:

- Founded in 1920
- Approximately 240,000 members
- The national office is staffed by approximately 70 people
- Operating budget of $3.1 million; no information available regarding proportion committed to national programs and/or youth-related activities
- 4500 Jaycees (local affiliates)

Volunteers

Members must be between the ages of 21 and 39 and can be male or female. U.S. Jaycees does not have specific information about the demographic makeup of their membership. Training for Jaycee leadership is offered at the annual meeting sponsored by the national office, in local officers training schools offered every May and June by the state offices, and to some degree at state board meetings, which occur four times a year. The Jaycees do not offer training related to diversity or multicultural issues.

Nature of Program Development

Program models are shared by the national office and generally developed by the individual Jaycees. Jaycees can call to find out about specific programs conducted by Jaycees. The national office then shares information and connects inquirers with other local units. The national staff also gives technical assistance concerning program development. Information on program development is also included in the Chairman's planning guide.

Youth Programs

National Programs

There are no national programs relating to at-risk adolescents. The only national program which specifically applies to adolescents, the national scholarships for college-bound youth, is for high school seniors.

Local Programs

The national office does not attempt to keep track of the numbers and kinds of programs offered for youth, let alone volunteer hours, resource allocation, or demographic information about the youth being served. Some examples of individual programs include:

- sponsorship of a Jay-teen youth organization, which is a subsidiary organization of the Jaycees;
- sponsorship and joint projects with local Boy Scout Councils;
- individual events on holidays.

Public Policy

The national office stresses educating its membership about how the government works and encourages Jaycees to sponsor debates and their own education programs. The national organization does not take specific public policy stances and does not encourage or discourage individual Jaycees to do so, as long as they remain nonpartisan. Therefore, the organization expresses no policy positions relating to underserved youth.

Collaborations

Local Jaycees collaborate with a number of organizations on the local level, especially other nonprofits and service clubs. The national office does not collect this information and could not specify the nature of these collaborations.

Publications

While their are no publications that deal specifically with youth programs, information on programs for youth may appear in the bimonthly magazine and Jaycees' own individual newsletters. The organization engages in no research activity.

Attachment 1

ADULT SERVICE CLUBS INTERVIEWED FOR THIS STUDY

Alpha Kappa Alpha Sorority

Alpha Phi Alpha

American Association of University Women

Association of Junior Leagues, International

Benevolent and Protective Order of Elks

Delta Sigma Theta Sorority

Federation of Business and Professional Women's Clubs

Kiwanis International

Knights of Columbus

Links

Lions Clubs International

Lutheran Brotherhood

National Council of Jewish Women, Inc.

National Council of La Raza

National Council of Negro Women

Rotary International

United States Jaycees

Attachment 2

Questionnaire

1. Organizational history

    Mission statement

2. Structure

    # of staff
    # of affiliates
    # of members

3. Budget

    operating budget
    % of overall organizational budget spent on youth programs
    volunteer time spent on youth programs

    How programs funded at national/ local level

4. Volunteers

    # of volunteers
    length of service
    profile
    training
        --cross-cultural? how so?
        --race, gender issues addressed?

5. Youth programs

    population served (age group, sex, race, nationality, etc.)
    emphasis of programs
        --specific issues addressed
        --how issues addressed
    method of delivery of services
    financial support/ scholarships for youth

6. Public policy

    lobbying efforts specifically related to programs: national, state, local

7. Research on issues

8. Publications

   directed at population served
   directed at volunteers and professionals

9. Collaborations

   other adult service organizations
   youth organizations

10. Other resources

   what do you use in designing programs
   data bases, research of other organizations
   resources you need

11. Successes

   What criteria do you use?
   What has worked?

12. Benefits of these youth programs to the organization

13. Current challenges

14. Lessons that might assist others

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